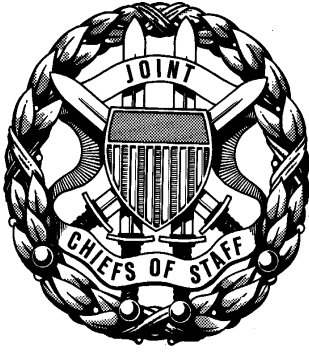


CJCSM 1600.01
30 April 1998

JOINT MANPOWER PROGRAM PROCEDURES



JOINT STAFF
WASHINGTON, D.C. 20318-0400



CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-1

DISTRIBUTION: A, B, C, J, S

CJCSM 1600.01

30 April 1998

JOINT MANPOWER PROGRAM PROCEDURES

Reference(s): See Enclosure T

1. Purpose. This manual describes the process and establishes responsibilities and procedures for determining, validating, documenting, and maintaining joint manpower requirements as part of the Joint Manpower Program.

2. Cancellation. Memorandum of Policy No. 75, 2 April 1993, is canceled.

3. Applicability

a. This manual applies only to the Chairman of the Joint Chiefs of Staff, CJCS-controlled activities, the combatant commands, and the combat support agencies. It applies to the Military Departments only with respect to manpower assigned to the above activities.

b. This manual applies to all civilian positions and military positions graded O-6 and below. Reference a provides guidelines for requesting changes to General/Flag Officer positions.

c. However, Enclosure H of this manual applies to all organizations with positions on the Joint Duty Assignment List. References f and g provide guidelines for joint officer management.

4. Procedures. Guidance on the Joint Manpower Program is provided in Enclosures A through K. Specialized instructions relating to the Joint Manpower Program are provided in Enclosures L through S.

5. Summary of Changes

a. Realigns the cycle for joint activities to submit proposed manpower changes to synchronize requests for changes with the Services' inputs to the Planning, Programming, and Budgeting System.

b. Provides a more rigorous method for joint manpower requirements determination and validation by assigning function codes to each joint manpower position.

c. Provides a flexible analytical framework to compare the combatant commands despite their differences in mission, Service mix, and functions, by classifying manpower as either externally controlled, unique, or common.

d. Establishes a procedure to review and prioritize manpower resource issues.

e. Discusses the Joint Duty Assignment List Validation Board procedures.

f. Clarifies the Joint Manpower Program procedures applicable to the combat support agencies.

g. Discusses the Joint Manpower and Personnel System, the interactive database for the Joint Manpower Program.

h. Provides information regarding the interface between the Joint Manpower Program and the various Service personnel requisition and assignment systems.

i. Discusses the variety of Reserve Component support to joint activities and procedures for joint mobilization requirements.

j. Expands the specialized procedures for certain kinds of manpower, to include sections on the Defense Health Program, the Transportation Working Capital Fund, and the Acquisition Corps.

6. Effective Date. This manual is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in dark ink, appearing to read "D. Blair".

DENNIS C. BLAIR
Vice Admiral, U.S. Navy
Director, Joint Staff

Enclosures
See Table of Contents

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ENCLOSURE A

JOINT MANPOWER PROGRAM: RESPONSIBILITIES

1. The Under Secretary of Defense for Personnel and Readiness is responsible for DOD manpower requirements and will:

- a. Provide DOD policy guidance for the Joint Manpower Program.
- b. Review budget submissions to ensure that manpower resources are programmed to support the JMP.
- c. Ensure that all joint activities establish JMPs per applicable directives.
- d. Approve the JMP and subsequent changes recommended by the Chairman of the Joint Chiefs of Staff upon coordination with the Military Departments and those Assistant Secretaries of Defense charged with the responsibility for combat support agencies.

2. The Chairman of the Joint Chiefs of Staff is responsible for the administration and execution of the JMP and will:

- a. Develop guidelines and criteria for determining, validating, documenting, and prioritizing joint manpower requirements.
- b. Develop and maintain procedures for implementing and executing the JMP.
- c. Develop procedures and guidelines to synchronize joint manpower actions with the DOD Planning, Programming and Budgeting System.
- d. Approve JMPs and subsequent changes in coordination with the Military Departments.
- e. Develop guidelines to identify peacetime, wartime, contingency, and mobilization requirements.

3. CINCs, directors of combat support agencies, and directors of CJCS-controlled activities are responsible for establishing a JMP and will:

- a. Establish internal policies and procedures for determining, validating, documenting, and prioritizing joint manpower requirements that comply with DOD and CJCS guidelines.

- b. Review the JMP periodically, and systematically, to ensure accomplishment of specific mission responsibilities.
 - c. Submit proposed changes to their JMP to the Chairman of the Joint Chiefs of Staff for coordination and inclusion in the Resource Decision Process.
 - d. Compare their joint manpower authorizations with those submitted by resource providers in the Future Years Defense Program exhibits and work to resolve disconnects.
4. Secretaries of the Military Departments and other resource providers for the JMP will:
- a. Evaluate and coordinate on proposed changes to JMPs submitted by the joint activities previously specified.
 - b. Upon coordination, program for the manpower resources required to support the organizations as approved in the JMP.
 - c. Supply FYDP exhibits or program budget guidance to the joint activities in enough detail that each joint organization can compare its manpower authorizations and requirements by year, program element, activity, category, and in the case of Joint Tables of Mobilization Distribution, drilling category for Reserve requirements.

ENCLOSURE B

JOINT MANPOWER PROGRAM: PROCESS OVERVIEW

1. Introduction. The objective of the Joint Manpower Program is to ensure that joint activities have the minimum manpower with the appropriate skills and experience to carry out the assigned missions, tasks, and functions. This enclosure describes the initial steps in the joint manpower process.
2. Components of the Joint Manpower Program. The JMP has three principal components: the Organization and Functions Manual, the Joint Table of Distribution, and the Joint Table of Mobilization Distribution. Unless specifically stated otherwise, all of the guidelines pertaining to the JTD also apply to the JTMD. See Enclosure D for greater detail on these documents.
3. The Joint Manpower Process. The joint manpower process is essentially a cycle following the baseline of approved joint manpower authorizations as depicted in the JTD; the additions, deletions, and changes made to those joint manpower authorizations; and the mechanisms for translating the joint authorizations into specific Service personnel assignment actions to fill the joint positions. This process normally occurs through the steps depicted in Figure B-1. Subsequent enclosures to this manual address each step in detail.
 - a. The joint manpower process begins with the mission, which generates the nature of the specific tasks and functions.
 - b. The CINCs organize their commands to meet missions and determine the manpower requirements to carry out their missions within the established process and guidelines. Enclosure C provides guidelines for determining and validating joint manpower requirements. Manpower requirements must be coordinated with, and approved by, the Joint Staff and Services.
 - c. Authorized joint manpower is a list of approved manpower authorizations (billets) contained in the JTD.
 - d. The Services use the JTD to update internal Service manpower documents.
 - e. Updated Service manpower systems feed data to the Service personnel systems, which generate personnel assignment actions.
 - f. Ultimately, personnel with appropriate skills and grades are assigned to approved joint positions.

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g. Commanders and agency heads submit manpower requirements change packages to make semi-annual changes to their manpower authorizations. Enclosure E provides detailed procedures to coordinate semi-annual changes.

(1) These actions are normally “zero-balance” actions because they realign existing joint manpower positions to meet changing mission needs and do not affect the total number of joint manpower positions.

(2) Joint Staff J-1 reviews and coordinates MRCPs with the Services and advises joint activities of status.

(3) The initial focus of the Service’s review of joint manpower changes should determine if the skill, grade, and Service requested are appropriate based on the billet description. The Service should then review its ability to resource the endstrength, grade, and skill requested.

(4) If approved, Joint Staff J-1 updates the JTD and informs the Services in an “implementer” to continue the joint manpower cycle.

(5) If the Service cannot support the identified joint requirement or the request contains an inappropriate skill, grade, or Service, they should propose alternatives which would help the command or agency accomplish its mission.

h. The Resource Decision Process, Enclosure F, is used when agency heads require increases in manpower to support externally driven manpower requirements.

(1) Requests for additional joint manpower are submitted to the Joint Staff J-1 outside the normal MRCP staffing process.

(2) The Joint Staff J-1 staffs requests and develops a proposed course of action for decision by the DJS and the Service Operations Deputies.

(3) If necessary, the Joint Staff J-1 forwards the decision to OSD for inclusion in a Program Budget Decision and updates the JTD accordingly.

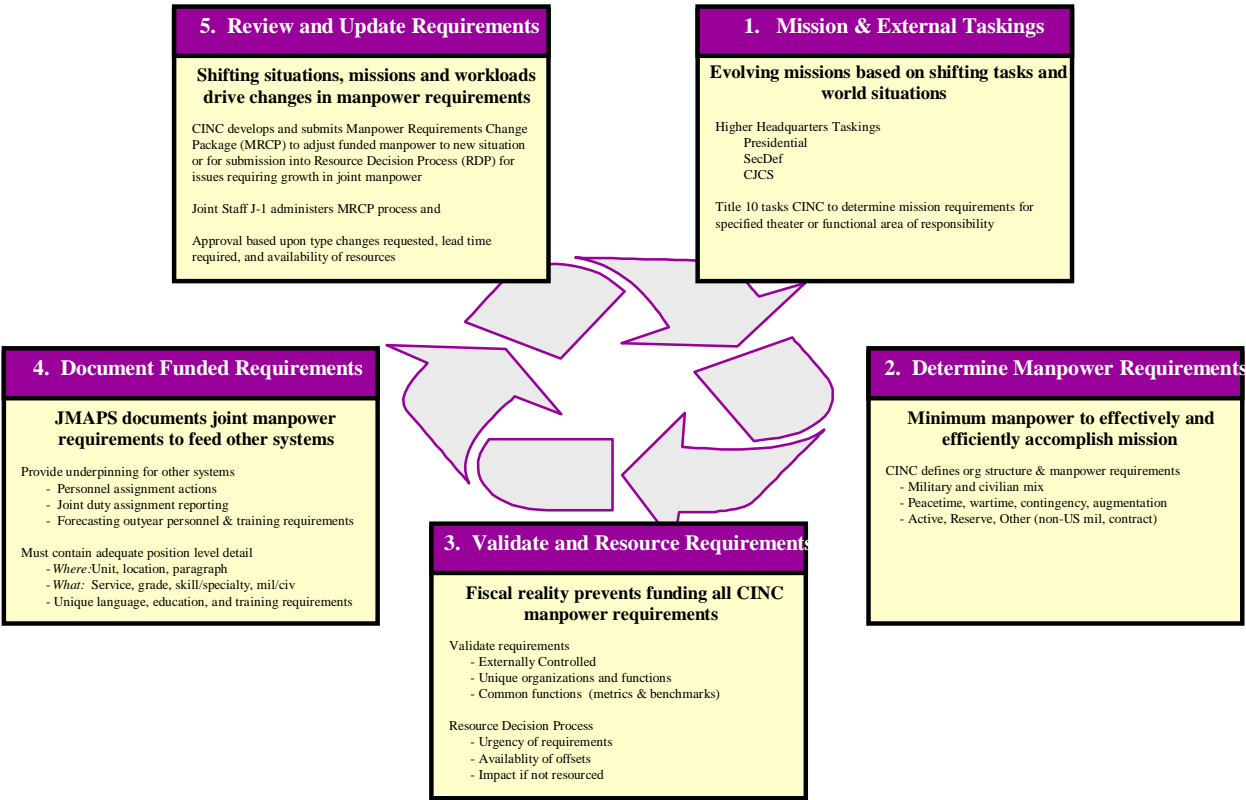


Figure B-1. Joint Manpower Program Process

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ENCLOSURE C

JOINT MANPOWER PROGRAM: REQUIREMENTS DETERMINATION AND
VALIDATION

1. Introduction. The initial tasks in the joint manpower process are to:
 - a. Define the command's or agency's missions, tasks, and functions.
 - b. Determine the manpower requirements.
 - c. Validate the manpower requirements.

2. Organization, Missions, and Functions. The initial steps in the joint manpower process define all of the missions, tasks, and functions assigned to the activity by higher authority and establish an organizational structure to carry out these functions. The Organization and Functions Manual documents the mission and structure of the organization, enumerates the functions of the organization down to the branch level, and references the law or directive tasking the specific function.

a. This document is the basis for determining the manpower required to perform the assigned missions.

b. An updated organization and functions manual will be submitted by each activity to the Joint Staff J-1 annually on 1 October, or, in the case of combat support agencies, with their annual JMP submissions.

3. Guidelines for Determining Joint Manpower Requirements. Statements of manpower needs will be based upon approved programs, force structure, and missions assigned by the Secretary of Defense and the Chairman of the Joint Chiefs of Staff. Each joint activity will establish its own internal system to determine joint manpower requirements in accordance with the following guidelines:

a. Manpower requirements will be stated in terms of the minimum manning required to accomplish the command's approved missions and workload.

b. Joint manpower requirements normally should be based on the average workload expected to continue for at least 36 months. Joint manpower requirements should not be adjusted in reaction to temporary changes in workload. Short-duration tasking should be supported

through augmentation, temporary duty tasking, or other solutions which are temporary in nature.

c. Commanders and directors are expected to satisfy nominal changes in requirements associated with existing missions and functions by internal manpower realignments. Such workload changes will not be used as justification for joint manpower growth.

d. Joint activities should maximize the use of support available from host Services and Service components to preclude establishing internal functions which duplicate external support capabilities.

e. When requirements exceed authorized manpower levels, joint activities may identify unfunded requirements that should be submitted for funding through the PPBS. See Enclosure F.

f. Commanders and directors determine the Service for each position by considering the nature of the mission and geographic area of the command, total number of positions, military/civilian mix, grades required, and number of supervisory positions. Rotational positions (two or more Services take turns filling the billet) and nominative positions (two or more Services nominate a candidate for selection) should be minimized to preclude problems in Service programming for manning of these positions. (See Service mix, paragraph 4 d).

g. Manpower authorizations should not be adjusted to reflect the personal characteristics or grade of incumbents.

h. Dual hatting between a joint activity and a Service component should be avoided, except as directed for General/Flag Officer (G/FO) positions as specified in reference a or agreed upon in an MOU as a part of the host command or component support to a combatant command.

i. Positions for assistants, deputies, executive officers, and advisors should be limited to those directly supporting G/FO positions. Positions will not be authorized solely or principally for the purpose of training, career development, or Service balance.

j. Gender will not be specified for any billet unless required by Federal statute.

k. Joint activity manpower requirements may include positions outside DoD, such as US Coast Guard requirements or allied military requirements.

1. When joint activities submit MRCPs that entail a change to a grade or skill code, they also will provide a short position description and rationale for the change request.

m. Internal reorganizations engendered by rotation of G/FOs should be handled through realignment rather than billet change to ensure that the incumbents do not lose credit on the Joint Duty Assignment List.

n. Management Headquarters is a congressionally controlled program. The authorized manpower ceiling cannot be exceeded unless there is an offset elsewhere in the program. Management headquarters activities are listed and defined in DODD 5100.73. Management headquarters positions are identified with a "98" in the sixth and seventh digit of the program element code.

o. Other considerations applicable to combatant commands:

(1) Structural Guidelines: The standard organizational hierarchy within a headquarters goes from the commander to directorate to division to branch to section to element. Two or more divisions are required to create a directorate while two or more branches are required to make a division; otherwise, the workcenter is more appropriately identified as an office. A division typically has no fewer than 15 positions, and a branch typically has at least four spaces.

(2) Supervisory and administrative position guidelines: No deputy positions are authorized below deputy director. No dedicated supervisor positions are authorized below division level. The title "deputy" may be used, but the position must be a working supervisor. The title "branch chief" may be used, but it must be assigned to a working supervisor. No dedicated administrative positions should be authorized for organizations below division level with less than 15 positions.

(3) There should be only one dedicated Senior Enlisted Advisor in each joint command. Other Services may be represented on an additional duty basis.

4. Defining and Documenting Joint Manpower Attributes. Once identified, joint manpower requirements must be defined in sufficient detail to provide an effective target for the Service personnel assignment systems. At a minimum, the following attributes will be addressed in defining joint manpower requirements (see Figure C-1):

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a. Skill/specialty. Identify the job skill required in the position using the military specialty designator that best fits the position.

(1) Avoid such strictly limited definitions of requirements that the position cannot be filled or fails to consider otherwise highly desirable candidates.

(2) The job skill must be consistent with that found in the DOD Occupational Conversion Index (reference b).

(3) In the case of civilian positions, commands should show the civilian occupational series in the “additional codes” section and the civilian position’s corresponding military skill in the “skill code” section.

(4) Each January and July, the Services will submit to all JMP activities an updated list of skill codes that require special management, either because they have such low density or because the requirements exceed the inventory.

b. Grade/level. Technical, supervisory, and experience requirements should determine the position’s grade level.

(1) The position’s grade must be consistent with the specific skill or specialty.

(2) The joint activity’s aggregate grade structure should be consistent with mission requirements and Service grade ceilings.

(3) Civilian grades are determined by the local civilian personnel office after analysis of the specific position description.

c. Military/Civilian Mix. Identify whether the incumbent should be military or civilian using the following guidelines:

(1) Military positions should be established when required by law, training, security, discipline, rotation, or combat readiness, or when a military background is required for successful performance of the duties involved. Unusual working hours, difficult working conditions, and avoiding overtime costs are not appropriate reasons for using military positions.

(2) Civilian personnel will be used in positions which do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness, and do not require a military background for successful performance of the duties involved.

(3) Military positions may not be used to replace civilian positions deleted by reduction in force programs. However, military personnel may be assigned temporarily to perform the functions of civilian positions when reduction in force programs cause temporary workload imbalances or mission impairment.

(4) Consider the use of outsourcing for non-combat functions if it is more economical. However, contract services may not be used solely to circumvent military or civilian ceilings.

d. Service Mix. Each position in a joint activity must be linked to a specific Service to track funding and assignment responsibilities.

(1) Service designation. Identify the Service designated to fill each military billet.

(2) Rotational Positions. Rotational positions should be used only where a change of Service representation is essential to the performance of the mission. Adjustments of planned rotational dates of incumbents in rotational positions should be coordinated with the impacted Service at least 9 months in advance.

(3) Nominative Positions. In the joint arena, nominative positions refer to military positions for which all Services are expected to submit nominations for personnel assignment, but no single Service is designated to fill the billet permanently. Since nominations occur in the execution year, Services cannot plan or program for these positions, causing chronic difficulties in planning and personnel assignment. Therefore, nominative positions will be limited to O-6 heads of large, complex organizations of more than 700 positions and of roughly equal Service mix where rotational positions would not provide sufficient choice.

e. Joint Duty Assignment List Number. A Joint Duty Assignment List number will be assigned to those field grade officer positions that meet the SECDEF definition of a joint duty assignment. The process for determining if positions comply is managed through the JDAL Validation Board. Once the board has approved a position for incorporation, a JDA number is assigned and the position is placed on the JDAL. Additionally, those positions designated as critical JDAs must also be identified on the JTD. See Enclosure H for more information on JDAL procedures.

f. Special Experience Identifiers. Identify any unique attributes of the requirements not readily apparent from the skill/specialty for the position, (such as foreign language requirements, parachute jump qualification requirements, etc.). Such attributes should be closely scrutinized, since each additional attribute makes the position exponentially more difficult for assignment personnel to fill.

g. Security Clearance. Identify the security clearance required by the position to enable the Service personnel system to ensure that prospective replacements either have the clearance or have initiated the process to obtain one.

h. Function Code. Identify the primary task associated with this billet from the function code list in Enclosure S, understanding that there are multiple tasks associated with any billet at joint activities. This code is used for determining and evaluating the manpower baseline for each joint activity and becomes the basis for resourcing decisions related to manpower requirements.

i. Program Element Code (PEC). Show the PEC assigned to each billet. This allows for tracking of externally controlled assets and compliance with Management Headquarters ceilings and resource allocation decisions.

j. Reserve Drill Category. When applicable in the JTMD, identify whether the billet is to be an Individual Mobilization Augmentee or part of an augmentation unit. If the billet is to be an IMA, then identify the number of drilling periods required based on the training requirement.

5. Civilian Positions. Civilian positions in the combatant commands are administered by the Service assigned as the executive agent. Civilian positions in other Defense agencies and joint activities belong to the host or executive agent Service, or the agency/activity itself, depending on which organization programs for the civilian endstrength, affecting the grade ceilings and other constraints on civilian positions.

6. Determining a Joint Manpower Baseline. Functional coding of positions provides a common comparative baseline to support determination, validation, and prioritization of joint manpower requirements.

a. Joint Manpower Function Code. Each manpower billet in a combatant command, combat support agency, or other joint activity will be assigned a function code from the joint manpower functions list found

in Enclosure S. This is a five-character alpha-numeric code. The first character indicates one of the following five major functional areas:

- (1) "Axxxx" Command & Command Support
- (2) "Bxxxx" Warfighting (Logistics, Operations, Plans)
- (3) "Cxxxx" Communications & Computer
- (4) "Dxxxx" Intelligence
- (5) "Exxxx" Training & Doctrine

b. Function Code Positions Two through Five. The remaining characters are four digits that indicate the specific function listed.

c. Administrative Identifiers. Some special combinations have specific meaning and are not to be used for other than these specific situations:

- (1) "xxx01" ending - secretary or administrative assistant
- (2) "xxx02" ending - executive officer or executive assistant
- (3) "xxx05" ending - military secretary or administrative clerk

d. Transportation Working Capital Fund (TWCF) Code. Functional codes for USTRANSCOM and Defense Courier Service TWCF positions contain the suffix "T" to annotate TWCF funding.

e. Procedures. Select the function code contained in Enclosure S that best suits the billet, recognizing that each assigned individual performs a multitude of tasks. Focus on individual billet tasks and responsibilities in choosing the most appropriate code. Coding for civilian positions should be consistent with the official civilian position description.

(1) All joint activities will submit proposed changes to billet function codes through the normal manpower requirements change process. Function code changes will be considered "automatic changes," as explained in the coordination matrix at Figure E-3.

(2) The function code data element is subject to the same requirements as any other data element in the Joint Manpower and Personnel System (JMAPS).

(3) Suggested additions, deletions, and changes to the definitions contained in the JMP Functions List should be submitted separately to the Joint Staff J-1 for consideration.

7. Determining Manpower Requirements: Finding Commonality in Staff Functions. Army brigades, Air Force squadrons, or Naval fleets tend to have similar missions and standardized manpower authorizations based on a defined mission and specified operational tempo. In contrast to Service organizations, combatant commands vary substantially in mission, manning, location, and the nature of the Service mix. This variety complicates the comparison among the combatant commands.

a. Functional analysis establishes a structural framework to identify commonality among the combatant commands, while recognizing that CINCs often have some unique missions and limited control over some manpower in specialized programs under their commands. There are three categories of manpower: externally controlled, unique, and common.

b. Functional analysis identifies positions in distinct organizations or functions that should be tracked separately. These positions are categorized as either externally controlled manpower or manpower carrying out unique tasks. The remaining manpower is categorized as common to most combatant commands and becomes the basis for a notional manpower baseline.

c. Statistical analysis of the functions found in the combatant commands provides a manpower baseline for these common functions. The metrics vary with each major functional category. These metrics provide a quantifiable means of determining manpower requirements for common command functions.

8. Determining Manpower Requirements: Recognizing the Differences. The flexibility the JMP requires in recognizing the legitimate differences among the CINCs is provided by the unique and externally controlled categories. However, the power of this functional approach is the ability to separate the unique layers and focus on the common functions, providing a more direct comparison among the combatant commands.

a. Externally Controlled Manpower. This category of manpower is allocated, funded, and controlled by a specialized resource provider for a specific purpose and tracked by a special PEC. In general, the joint activities have very limited control over these positions. For example:

(1) Intelligence. These are National Foreign Intelligence Program (NFIP) positions, primarily in the General Defense Intelligence Program (GDIP), controlled by the Defense Intelligence Agency when exercising the GDIP Program Manager role. They are identified by specific program element codes that begin with "0301" (PECs 0301XXX). Intelligence positions other than NFIP/GDIP are not externally controlled.

(2) Security Assistance Organizations. Manpower in Security Assistance Organizations is funded by various foreign nations with which the United States has engaged in a treaty of mutual security assistance. When such treaties commit the US to provide military advisors, trainers, technical support, and equipment, the receiving nation frequently reimburses the United States for this effort. The Director, Defense Security Assistance Agency provides specialized PECs to identify these positions to ensure proper accounting both to Congress and to the nation funding the assistance program. The specific PECs used to identify these positions are PEC 1001009 (support to DSAA) and PEC 1002002 (foreign military sales). SAO positions in other PECs are not externally controlled.

(3) Theater Special Operations Commands. Manpower in this category is funded and determined by USSOCOM. Only theater special operations command (SOC) positions in PEC 1108048 are externally controlled. Most of the USSOCOM headquarters manpower carries a headquarters PEC and is either common or unique.

(4) Defense Health Program. Defense Health Program (DHP) manpower constitutes most, but not all, military medical manpower; combat support medical units are not controlled by DHP. DHP manpower is closely funded, controlled, and managed by the ASD(HA). These positions are identified by program element codes beginning with "08077" (PEC 08077XX); other medical positions are not externally controlled.

b. Unique Joint Manpower. This manpower is not labeled with an exclusive program element code or other identifier. Unlike externally controlled manpower, unique manpower is usually well within the full range of resource management exercised by a CINC. This category simply recognizes that joint activities have very different missions, and some functions are unique to one activity. There are two kinds of unique manpower:

(1) Unique organizations. All manpower is categorized as unique in certain organizations (e.g., "Iceland Defense Force," "Joint Task Force Full Accounting").

(2) Unique functions or levels of effort. Manpower specifically assigned to perform uncommon functions. Some examples of unique functions include: “Stars & Stripes” or “Presidential Communicator.”

c. Common Manpower. This category contains all other manpower not classified as either external or unique and allows equitable comparison and analysis among organizations. Although it does not absolutely determine requirements, it serves to predict and validate manpower requirements for certain common functions.

9. Joint Manpower Requirements Validation Process. Joint manpower requirements must be revalidated periodically to ensure that they continue to reflect the minimum manpower required to accomplish the mission objectives. Each joint activity should formalize the validation process through an internal policy letter, operating instruction, or other implementing document. The following approaches have proven successful in enabling commands to obtain the greatest efficiency from assigned manpower:

a. Manpower Validation Board. A manpower validation board may be established and tasked to review, validate, and prioritize all requests for additional manpower. In addition, this board could be tasked to review all vacant positions for potential use as offsets to pay for new requirements.

b. Benchmarking. Benchmarking and use of best practices offers the opportunity to compare the structure and size of the joint activity with a model organization. Variances in manpower then can be analyzed to determine if additional resources are needed or if resources can be realigned to meet changing needs.

c. Manpower Surveys. Manpower surveys, using either internal resources or augmentation from Service components, may be used to evaluate manpower utilization and requirements. The manpower survey team can identify specific tasks to be performed by the organization under study, assess manpower required to accomplish them, analyze the workload distribution, and recommend efficiencies.

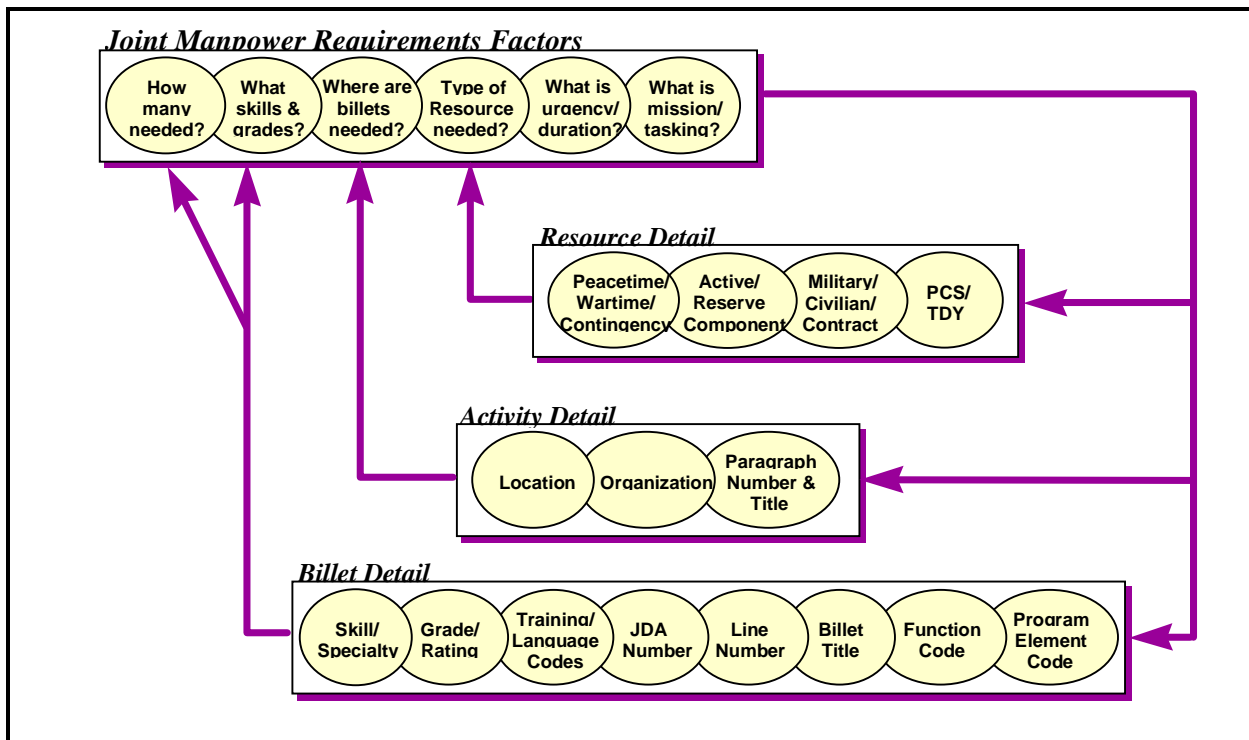


Figure C-2. Manpower Requirements Considerations

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ENCLOSURE D

JOINT MANPOWER PROGRAM: THE DATABASE AND THE DOCUMENTS

1. Introduction. After manpower requirements have been determined and validated, they need to be documented and forwarded to the Joint Staff for review. The JTD and JTMD are the statements of manpower authorized for an organization to accomplish its assigned missions. This enclosure describes the elements of the Joint Table of Distribution and the Joint Table of Mobilization Distribution. Unless specifically stated otherwise, all of the guidelines pertaining to the JTD also apply to the JTMD. Printouts of JTD and JTMD excerpts are at Figures D-1, D-2, and D-3 at the end of this enclosure.

2. The Joint Table of Distribution (JTD). The Joint Table of Distribution is both a requirements document and an authorization document. The Joint Table of Distribution shows the programmed forces, the manpower requirements that are authorized and programmed in the outyears, and the joint manpower authorizations (funded manpower requirements) in the current year. In contrast, the Joint Table of Mobilization Distribution does not show out years.

3. Joint Table of Distribution Data Elements. The JTD provides the following information about manpower authorizations:

a. Manpower authorizations are the manpower requirements that have been determined by an approved methodology, reviewed and recommended by CJCS, coordinated and funded, or programmed for funding in the outyears by the Services and other resource providers.

b. Manpower authorizations are defined by program element code, Service, skill, grade, and any other position attribute required by the Service personnel assignment systems (e.g., JSO designation, language, security clearance, advanced education).

c. Manpower authorizations are also defined by year through the Future Years Defense Program.

d. The manpower authorizations in the JTD should be compared with Service manpower allocations shown in their FYDP exhibits by program year, program element code, and manpower category (officer, enlisted, civilian) and disconnects resolved.

e. The effective date of FYs in the Joint Table of Distribution and the Joint Table of Mobilization Distribution is 1 October. This should not be confused with the position fill date, the estimated date that the position will be filled.

4. Annual Roll Forward of the Database

a. By policy, manpower requirements change requests for the execution year will be processed for the budget year, except for the following circumstances:

- (1) Directed by OSD or PBD
- (2) Directed via the Resource Decision Process
- (3) Required for the Joint Duty Assignment List.

b. The annual archiving of current manpower data during the “roll forward” of the database to the next fiscal year occurs on 1 July of the current year. The Joint Manpower and Personnel System does not allow changes to the data after it has been archived; therefore, every manpower change executed after the annual roll forward will be reflected in the budget year or program years as appropriate.

c. Example: Figure D-4 on page D-7 shows a printout of a JTD immediately before a “roll forward.” Seven years are shown in columns to the right of each position listed.

(1) In Figure D-4, “96” is shown directly under the first column labeled “PFY”.

(2) The next column, “97” is labeled CFY.

(3) The five columns to the right of the CFY show five Program Years, (in this case, FY-98 through FY-02).

d. On 1 July 1997, at the beginning of the fourth quarter of FY-97, all of the authorization columns will be “rolled forward,” (i.e., one column to the left). Figure D-5 on Page D-8 shows the same JTD immediately after a roll forward.

(1) The FY-96 column of data on the left will no longer be printed on the JTD, although it will remain in the database.

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(2) The FY-97 column of data will move from the “CFY” (Current Fiscal Year) column to the “PFY” (Past Fiscal Year) column.

(3) The FY-98 column will move from the first Program Year to the (Current Fiscal Year) “CFY” column.

(4) All of the other columns of data in the Program Years will shift correspondingly one column to the left.

(5) Each year as the data is moved from the CFY column to the PFY column, JMAPS automatically freezes and archives the data. The data in the PFY column cannot be changed, either at the central or the activity sites.

(6) Due to system requirements, all database entries after the roll forward on 1 July 1997 will be shown in FY-98, the new CFY column.

(7) However, by policy, manpower actions approved after 1 October 1997(FY-98) will be shown in FY-99 or future program years.

5. The Joint Table of Mobilization Distribution. The JTMD is the mobilization equivalent of the Joint Table of Distribution, and it is an integral part of the Joint Manpower Program. There are two major differences between the JTD and the JTMD; the JTMD does not show program years, and the JTMD has a code for drilling category (level of funding).

a. “A” in the source code field indicates an authorization for an IMA, 48 drills.

b. “B” indicates an authorization for an IMA, 25 drills.

c. “C” indicates an augment unit billet (i.e., Navy unit or Army TPU).

d. “D” indicates an authorization for an IMA, 0 drills.

e. A blank source code field indicates an Other Joint Augmentee, an unfunded, unmanned billet that will be globally sourced upon mobilization.

f. The JTMD is addressed in greater detail in Enclosure K.

Partial

JOINT TABLE OF DISTRIBUTION - MASTER

11-Jun-1997
9:44 AM

PARA	LINE	PARAGRAPH TITLE BILLET TITLE REMARKS CODES BILLET COMMENT	POSNCODE	J/C	GRD	N/R	SVC	SKILL	ADCODE	SVC UIC	PEC JTD	PFY	CFY	PROGRAM			YEARS	
												95	96	97	98	99	00	01
0100		DIRECTORATE, MNPR, PERS & SPT (J1)																
	001	DIRECTOR, J1 C5,S066	P0360003	J	O6		A	41A02		W094AA	0201498	1	1	1	1	1	1	
	002	DEPUTY DIRECTOR, J1 C5,S099	P0360036	J	O5		F	36C3		YM30FH9J	0201498	1	1	1	1	1	1	
	003	MANAGEMENT ASSISTANT			GS		N			62874	0201498	1	1	1	1	1	1	
		PARAGRAPH TOTALS									FUNDED:	3	3	3	3	3	3	
											NOT FUNDED:	0	0	0	0	0	0	
											REQUIRED:	3	3	3	3	3	3	
0101		PERSONNEL PROGRAMS																
	001	PERSONNEL PROGRAMS OF C5,Q88,D002			O4		F	36P4		YM30FH9J	0201498	0	0	0	0	0	0	
		PARAGRAPH TOTALS									FUNDED:	0	0	0	0	0	0	
											NOT FUNDED:	1	1	1	1	1	1	
											REQUIRED:	1	1	1	1	1	1	
0110		PERSONNEL SUPPORT (J11)																
	001A	CHIEF, PERSONNEL SUPPO C3	P0360066	J	O4		F	36P4		YM30FH9J	0201498	1	1	1	1	1	1	
	002A	PERSONNEL TECHNICIAN			E7		A	75Z4O		W094AA	0201498	1	1	1	1	1	1	
	003	PERSONNEL TECHNICIAN C3			E6		N	0000	YN1	62874	0201498	1	1	1	1	1	1	
		PARAGRAPH TOTALS									FUNDED:	3	3	3	3	3	3	
											NOT FUNDED:	0	0	0	0	0	0	
											REQUIRED:	3	3	3	3	3	3	
0120		ADMINISTRATION (J12)																
	001	SUPT OF ADMINISTRATION C3			E8		F	3A091		YM30FH9J	0201498	1	1	1	1	1	1	
		PARAGRAPH TOTALS									FUNDED:	1	1	1	1	1	1	
											NOT FUNDED:	0	0	0	0	0	0	
											REQUIRED:	1	1	1	1	1	1	
0130		PERSONNEL PLANS & POLICY																
	001	CHIEF, PLANS & POLICY C3	P0360056	J	O4		A	41A00		W094AA	0201498	1	1	1	1	1	1	
		PARAGRAPH TOTALS									FUNDED:	1	1	1	1	1	1	
											NOT FUNDED:	0	0	0	0	0	0	
											REQUIRED:	1	1	1	1	1	1	

Figure D-1 Joint Table of Distribution

D-4

Enclosure D

CJCSM 1600.01
30 April 1998

Partial

JOINT TABLE OF MOBILIZATION DISTRIBUTION - MASTER

17-Jun-1997
12:49 PM

PARA	PARAGRAPH TITLE	GRD	S	SKILL	ADCODE	PEC	JTMD	SRC	REQ	REMARKS
LINE	BILLET TITLE BILLET COMMENT									
0111	NAVY BRANCH/J111									
008	PERSONNEL CHIEF	E7	N	0000	PNC	0201498			0	C5,0082
	PARAGRAPH TOTALS								FUNDED: 0	
									NOT FUNDED: 1	
									REQUIRED: 1	
0113	AIR FORCE BRANCH/J113									
022	PERSONNEL SUPV	E7	F	3S071		0201498			0	C5,0082
	PARAGRAPH TOTALS								FUNDED: 0	
									NOT FUNDED: 1	
									REQUIRED: 1	
0120	CIV PERSONNEL DIV/J12									
021	PERS STAFF OFF	O4	N	3985		0201498			0	C5,0082,S078,E004
022	PLNS & POL OFF	O5	A	02A41		0201498	D		1	C5,036
	PARAGRAPH TOTALS								FUNDED: 1	
									NOT FUNDED: 1	
									REQUIRED: 2	
0132	EXERCISE AND READINESS BRANCH									
020	CONT PLANS & PROG	O4	N	3985	6410	0201498		C	1	C5,0033
021	CONT PLANS & PROG(JMA)	O4	F	36P4		0201498		N	1	C5
022	CONT PLANS & PROG	O5	N	3985	6410	0201498		C	1	C5,0033
023	CONT PLANS & PROG OFF	O5	A	02A00		0201498		D	1	C5,036
024	CONT PLANS & PROG	O5	N	3985	6410	0201498		C	1	C5,0033
025	CONT PLANS & PROG(JMA)	O4	F	36P4		0201498		N	1	C5
026	CONT PLAN & PROG OFF	O4	A	02A00		0201498		D	1	C5,036
027	CONT PLANS & PROG	O4	N	3985	6410	0201498		C	1	C5,0033
028	CONT PLANS & PROG	E5	A	71L20		0201498			0	C5,0082
029	CONT PLANS & PROG	E5	A	71L20		0201498			0	C5,0082
030	CONT PLANS & PROG	E5	F	3A051		0201498			0	C5,0082
031	CONT PLANS & PROG	E5	F	3A051		0201498			0	C5,0082
032	CONT PLANS & PROG	O4	N	3985	6410	0201498		C	1	C5,0033
	PARAGRAPH TOTALS								FUNDED: 9	
									NOT FUNDED: 4	
									REQUIRED: 13	
0140	HQ SUPPORT DIVISION/J14									
024	ADMIN CHIEF	E6	N	0000	YN1	0201498			0	C2,0082
025	YEOMAN	E5	N	0000	YN2	0201498		C	1	C2,033

Figure D-2 Joint Table of Mobilization Distribution

D-5

Enclosure D

CJCSM 1600.01
30 April 1998

PARTIAL

JOINT MANPOWER PROGRAM (COMBINED) - MASTER

18-Jun-1997
4:15 PM

PARA	LINE	PARAGRAPH TITLE BILLET TITLE REMARKS CODES BILLET COMMENT	POSNCODE	J/C	GRD	N/R	SVC	SKILL	ADCODE	SVC	UIC	PEC	JTD	PFY 96	CFY 97	PROGRAM 98 99 00 01 02					AUG-REQMTS REQ SRC PEC JTMD	
0110		PERSONNEL SUPPORT (J11)																				
	001A	CHIEF, PERSONNEL SUP C3	P0360066	J	O4		F	36P4			YM3OFH9J		0201498	1	1	1	1	1	1	1	-	
	002A	PERSONNEL TECHNICIAN			E7		A	75Z4O			W094AA		0201498	1	1	1	1	1	1	1	-	
	003	PERSONNEL TECHNICIAN C3			E6		N	0000	YN1		62874		0201498	1	1	1	1	1	1	1	-	
	006	PERS STAFF OFFICER C3,O33,S076			O5		N	3965		1000	62874			-	-	-	-	-	-	-	1 C	0201498
	007	CASUALTY OFFICER C3,O33,E026			O4		N	3965			62874			-	-	-	-	-	-	-	1 C	0201498
	008	PERSONNEL TECHNICIAN C3,O33			E6		N	0000	PN1		62874			-	-	-	-	-	-	-	1 C	0201498
	009	PERSONNEL SGT C3,O35			E6		A	75C3O			W094AA			-	-	-	-	-	-	-	1 B	0201498
		PARAGRAPH TOTALS												3	3	3	3	3	3	3	4	
														0	0	0	0	0	0	0	0	
														3	3	3	3	3	3	3	4	
0120		ADMINISTRATION (J12)																				
	001	SUPT OF ADMINISTRATIO C3			E8		F	3A091			YM3OFH9J		0201498	1	1	1	1	1	1	1	-	
	003	ADMIN SPECIALIST C3,O33			E5		N	0000	YN2		62874			-	-	-	-	-	-	-	1 C	0201498
	004	ADMIN SPECIALIST C3,O082			E5		F	3A051			YM3OFH9J			-	-	-	-	-	-	-	0	0201498
	005	CLERK-TYPIST C3,O082			E4		A	71L1O			W094AA			-	-	-	-	-	-	-	0	0201498
	006	CLERK-TYPIST C3,O82			E4		M	0151			52110			-	-	-	-	-	-	-	0	0201498
	007	CLERK-TYPIST C3,O33			E4		N	0000	YN3		62874			-	-	-	-	-	-	-	1 C	0201498
	008	ADMIN SPECIALIST C3,O082			E3		F	3A031			YM3OFH9J			-	-	-	-	-	-	-	0	0201498
		PARAGRAPH TOTALS												1	1	1	1	1	1	1	2	
														0	0	0	0	0	0	0	4	
														1	1	1	1	1	1	1	6	

Figure D-3 Joint Manpower Program (Combined)

D-6

Enclosure D

CJCSM 1600.01
30 April 1998

Partial

JOINT TABLE OF DISTRIBUTION - MASTER

27-Jun-1997
10:07 AM

PARA	LINE	PARAGRAPH TITLE BILLET TITLE REMARKS CODES BILLET COMMENT	POSNCODE	J/C	GRD	N/R	SVC	SKILL	ADCODE	SVC UIC	PEC JTD	PFY 96	CFY 97	PROGRAM 98 99 00			YEARS 01 02	
0014		PERSONNEL, ADMIN AND SECURITY																
	001	DIRECTOR			O5		F	36P4			0804751	1	1	1	1	1	1	1
	002	CHIEF, ADMIN			E8		A	71L50			0804751	1	1	1	1	1	1	1
	003	SECRETARY O106			GS		A	00318		W37WAA	0804751	0	-	-	-	-	-	-
	004	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1	1
	005	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1	1
	006	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1	1
	007	1SG/CHIEF, SERVICES REP			E8		A	75Z5M			0804751	1	1	1	1	1	1	1
	008	ARMY PERS SVC REP			E6		A	75B30			0804751	1	1	1	1	1	1	1
	009	SEA PERS SVC REP			E6		N	2526	YN		0804751	1	1	1	1	1	1	1
	010	AF PERS SVC REP			E6		F	3S071			0804751	1	1	1	1	1	1	1
	011	PERSONNEL STAFFING SPE O108			GS		A	00212		W37WAA	0804751	0	-	-	-	-	-	-
	012	ADMIN SVCS ASST			GS		A	00303			0804751	1	1	1	1	1	1	1
	013	STAFF ASSIST (TYP)			GS		A	00203		W37WAA	0804751	1	1	1	1	1	1	1
	014	CHIEF, SECURITY			GS		A	00080		W37WAA	0804751	1	1	1	1	1	1	1
	015	SECURITY ASSIST			GS		A	00086			0804751	1	1	1	1	1	1	1
	016	SECURITY INFO NCO			E7		A	71L40		W37WAA	0804751	1	1	1	1	1	1	1
	017	SECURITY PHYS NCO			E6		F	3P071			0804751	1	1	1	1	1	1	1
		PARAGRAPH TOTALS																
											FUNDED:	15	15	15	15	15	15	15
											NOT FUNDED:	2	0	0	0	0	0	0
											REQUIRED:	17	15	15	15	15	15	15
0016		ACADEMIC AFFAIRS DIR																
	001	DIRECTOR	G0630001	J	O6		A	01A00		W37WAA	0804751	1	0	0	0	0	0	0
	002	DEP DIR ASSESS ACCRED O62			GS		A	00101			0804751	1	1	1	1	1	1	1
	003	DEP DIR ACAD PLANS & PRO			O5		F	82A0			0804751	1	1	1	1	1	1	1
	004	REGISTRAR			GS		A	0301			0804751	1	1	1	1	1	1	1
	005	SECRETARY (OA)			GS		A	00318			0804751	1	1	1	1	1	1	1
		PARAGRAPH TOTALS																
											FUNDED:	5	4	4	4	4	4	4
											NOT FUNDED:	0	1	1	1	1	1	1
											REQUIRED:	5	5	5	5	5	5	5

Figure D-4 Before Roll Forward

D-7

Enclosure D

CJCSM 1600.01
30 April 1998

Partial

JOINT TABLE OF DISTRIBUTION - MASTER

27-Jun-1997
10:12 AM

PARA	LINE	PARAGRAPH TITLE BILLET TITLE REMARKS CODES BILLET COMMENT	POSNCODE	J/C	GRD	N/R	SVC	SKILL	ADCODE	SVC UIC	PEC JTD	PFY 97	CFY 98	PROGRAM		YEARS	
														99	00	01	02 03
0014		PERSONNEL, ADMIN AND SECURITY															
	001	DIRECTOR			O5		F	36P4			0804751	1	1	1	1	1	1
	002	CHIEF, ADMIN			E8		A	71L50			0804751	1	1	1	1	1	1
	003	SECRETARY O106			GS		A	00318		W37WAA	0804751	-	-	-	-	-	-
	004	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1
	005	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1
	006	MAIL CLERK			GS		A	00305			0804751	1	1	1	1	1	1
	007	1SG/CHIEF, SERVICES REP			E8		A	75Z5M			0804751	1	1	1	1	1	1
	008	ARMY PERS SVC REP			E6		A	75B30			0804751	1	1	1	1	1	1
	009	SEA PERS SVC REP			E6		N	2526	YN		0804751	1	1	1	1	1	1
	010	AF PERS SVC REP			E6		F	3S071			0804751	1	1	1	1	1	1
	011	PERSONNEL STAFFING SPE O108			GS		A	00212		W37WAA	0804751	-	-	-	-	-	-
	012	ADMIN SVCS ASST			GS		A	00303			0804751	1	1	1	1	1	1
	013	STAFF ASSIST (TYP)			GS		A	00203		W37WAA	0804751	1	1	1	1	1	1
	014	CHIEF, SECURITY			GS		A	00080		W37WAA	0804751	1	1	1	1	1	1
	015	SECURITY ASSIST			GS		A	00086			0804751	1	1	1	1	1	1
	016	SECURITY INFO NCO			E7		A	71L40		W37WAA	0804751	1	1	1	1	1	1
	017	SECURITY PHYS NCO			E6		F	3P071			0804751	1	1	1	1	1	1
		PARAGRAPH TOTALS									FUNDED:	15	15	15	15	15	15
											NOT FUNDED:	0	0	0	0	0	0
											REQUIRED:	15	15	15	15	15	15
0016		ACADEMIC AFFAIRS DIR															
	001	DIRECTOR	G0630001	J	O6		A	01A00		W37WAA	0804751	0	0	0	0	0	0
	002	DEP DIR ASSESS ACCRED O62			GS		A	00101			0804751	1	1	1	1	1	1
	003	DEP DIR ACAD PLANS & PRO			O5		F	82A0			0804751	1	1	1	1	1	1
	004	REGISTRAR			GS		A	0301			0804751	1	1	1	1	1	1
	005	SECRETARY (OA)			GS		A	00318			0804751	1	1	1	1	1	1
		PARAGRAPH TOTALS									FUNDED:	4	4	4	4	4	4
											NOT FUNDED:	1	1	1	1	1	1
											REQUIRED:	5	5	5	5	5	5

Figure D-5 After Roll Forward

D-8

Enclosure D

CJCSM 1600.01
30 April 1998

ENCLOSURE E

JOINT MANPOWER PROGRAM: SEMIANNUAL CHANGES

1. Introduction. Changes in technology, missions, and the world situation may lead to changes in manpower requirements. The primary factors in considering proposed joint manpower changes are the manpower requirements that have been determined and validated as necessary to accomplish a new or emerging function. These requirements will then be balanced against the ability of the Services to fund and provide an individual with the desired grade, skill, or any other special attribute that the billet requires.
2. Types of Changes. Proposed changes to the Joint Manpower Program fall into the following categories:
 - a. "Automatic" Changes. These are fairly minor changes, but represent the vast majority of the changes requested by joint activities. Since automatic changes do not require Service coordination, the joint activity may submit an MRCP at any time and update the JMAPS database. For example, simple realignments within an activity identification number (AIN) can be "automatics."
 - b. Changes of Service Concern. These changes are not reflected in the FYDP but are of great concern to the Services. These changes should be submitted via the MRCP process, and contentious issues should be resolved at the Service planner level. Changes of this nature have a more profound impact on the Services' planning and programming and, therefore, require closer scrutiny and management. They include:
 - (1) Changes to any skill code
 - (2) Uncompensated grade growth
 - (3) Mismatches between existing validated manpower requirements and the existing personnel inventory to fill those requirements
 - (4) Additional training and language requirements

c. Changes that request additional manpower

(1) Change in Service Contribution. The most common changes of this nature are the requests to change the Service designation of a billet or the drilling category of a reserve billet, because they represent changes in the contribution of each Service to the joint community.

(a) These changes should be submitted in the form of an MRCP because, frequently, the resource providers can reach consensus on these issues to accommodate the needs of the CINC or other joint activity. However, the MRCP should be submitted individually so that other requests will not be delayed pending resolution of the issue.

(b) If the issue cannot be resolved within the MRCP process, then the Resource Decision Process (RDP) manpower procedures in Enclosure F apply.

(2) New Missions or Organizations. Utilize the procedures to request additional manpower authorizations in support of new missions discussed in Enclosure F.

(3) Fast Track Changes. There always remains the option of accelerated processing to respond to a catastrophic or overwhelming need such as force protection. Designation of fast-tracking requires the consensus of the Chairman of the Joint Chiefs of Staff and the Services and will follow the procedures discussed in Enclosure F.

3. The Joint Manpower Program Change Process. Joint activities submit proposed changes to Joint Staff J-1 for approval and coordination with impacted Services. Approved changes are posted to the JTD or JTMD; changes that cannot be supported are returned to the requester. Figure E-1 shows the basic process for submission and review of proposed changes to the JMP. The specific responsibilities for execution of this process are described in the following paragraphs.

a. Combatant Commands, Combat Support Agencies, and Joint Activities. Joint activities submit the proposed joint manpower changes to Joint Staff J-1. Joint manpower change requests should:

(1) Explain the specific manpower changes requested in sufficient detail to allow Service manpower and personnel staffs to identify the positions to be changed.

(2) Establish the proposed effective date for the change. Ensure sufficient lead time for Service personnel actions or FYDP programming actions has been allowed. Only changes of a highly critical nature will be effected during the year of execution.

(3) Identify suitable trade-off resources; positions already coordinated and programmed for deletion are not acceptable as trade-offs, because they have already been removed from the Service FYDP.

(4) Include a rationale to justify the proposed change to the impacted Services or other resource providers, and explain the potential impact if the change is not approved.

b. The Joint Staff (J-1 and DJS). The Joint Staff J-1 will process all joint manpower actions to provide management control of the joint manpower program and data system. Joint Staff J-1 responsibilities include the following:

(1) Review change requests and determine if Service (resource provider) coordination is required based on the specific actions requested.

(2) Update the JTD or JTMD when no coordination is required; forward changes to Service counterparts who will update their respective Service manpower and personnel data systems accordingly.

(3) Request inputs from impacted Services or other resource managers for actions that require coordination.

(4) Review Service and resource provider comments and take appropriate action.

(a) When all activities concur, the Joint Staff J-1 approves the request, updates the JTD or JTMD, informs the requesting activity, and informs the impacted Services so they may update their manpower and personnel data systems.

(b) When activities disagree, the Joint Staff J-1 leads the effort to reconcile inputs and reach a decision. Decision briefings to the Deputy Operations Deputies may be required to resolve contentious issues in Joint Strategic Planning System (JSPS) (Tank) meetings.

(c) If the conclusion of the JSPS (Tank) process is to support the CINC requirement, then the Joint Staff J-1 will approve the change,

update the JTD or JTMD, and inform both the requesting activity and the impacted Services.

(d) If the conclusion of the JSPS (Tank) process is to support the Service nonconcurrency, then the Joint Staff J-1 will inform the requesting activity that the action could not be supported and offer an alternate course of action.

(e) The Joint Staff J-1 will approve and publish the JTD or JTMD twice a year after each of the semiannual changes has been processed.

c. Military Departments. The Services review the proposed changes and evaluate their ability to fund the manpower requirements and staff them with individuals who possess the requested attributes.

(1) The Services review proposed joint manpower changes to determine if they can resource the endstrength, grades, and skills requested (or drill categories in the case of Reserve manpower). If the Service cannot satisfy the proposed changes, then they should propose an alternate plan, when possible.

(2) When assignment or programming lead times preclude approving the request as submitted, the Services should indicate when the action could be implemented.

(3) When proposed joint manpower changes have been approved, the Services will update their internal manpower and personnel documentation systems. See Enclosure J.

(4) The Services and other resource providers should furnish applicable FYDP exhibits to the CINCs annually following the President's budget submission. The exhibits should include each command's portion in sufficient detail so that the joint activities may have visibility into the funding process, and disconnects, if any, can be resolved.

(5) Services should return a validation copy of the billet requisition reflecting the approved changes to the requesting activity.

(6) The Services should support all approved joint authorizations. However, for those skills and grades that are critically short, the Services may coordinate a suitable substitution with the impacted joint activity and the Joint Staff J-1.

(7) At the beginning of each fiscal year, the Services should provide the Joint Staff J-1 and the joint community a list of skill codes in critical shortage to facilitate the joint community's careful review of the current allocation and management of these critical skills. The Services should keep the Joint Staff J-1 informed of any critical skill shortages at least annually, or as they become apparent, to help manage scarce assets.

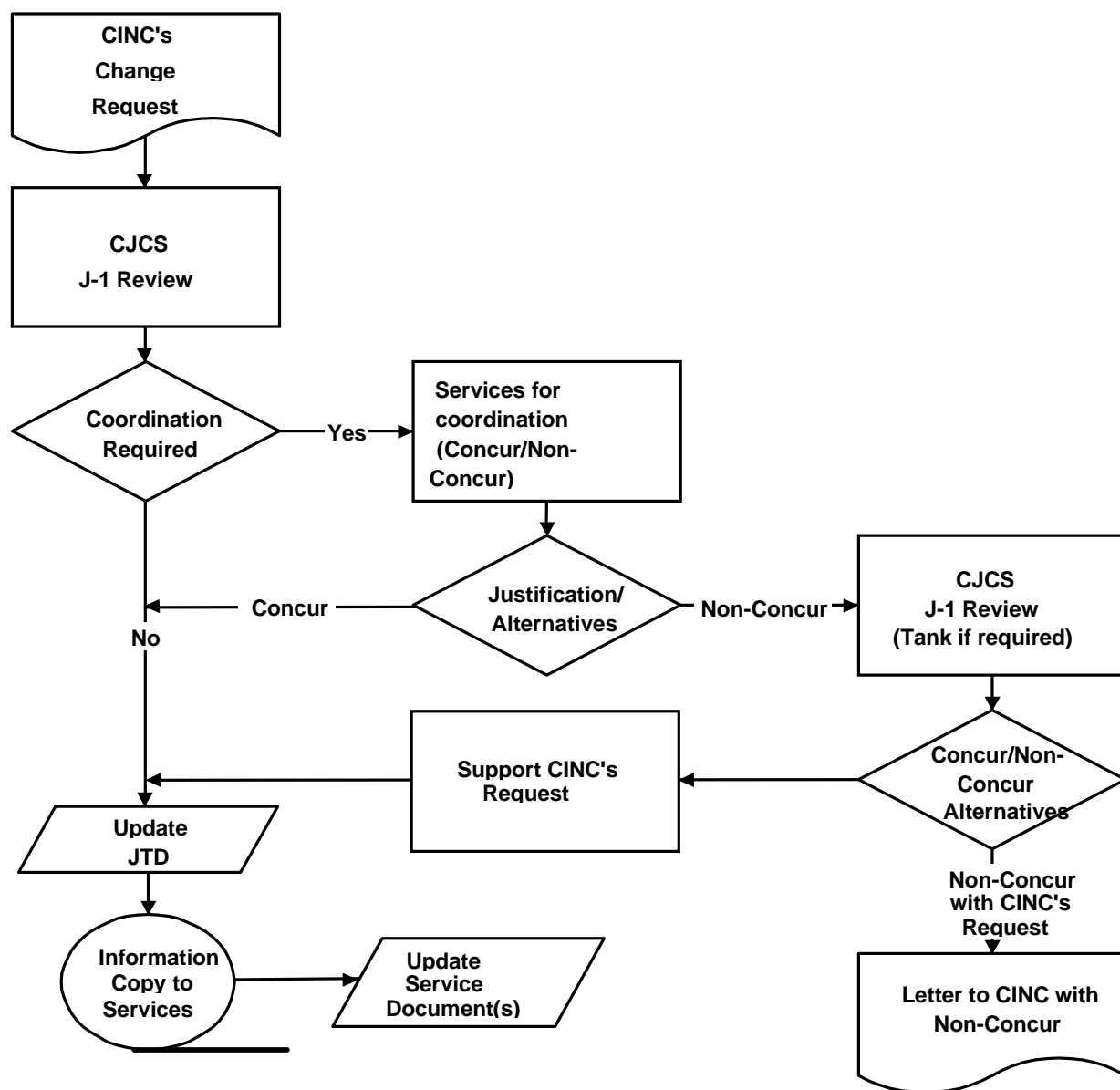


Figure E-1
Joint Manpower Program Change Process
Not Requiring Joint Growth

4. Joint Manpower Program Change Guidelines. The following guidelines, together with the timeline (Figure E-2), the Coordination Matrix, (Figure E-3), and the Manpower Requirements Change Package (MRCP) Process (Figure E-4) govern submission and approval of proposed changes to joint manpower requirements.

a. Changes to joint manpower requirements for the current fiscal year (often referred to as the execution year) must be held to the absolute minimum, because they require redistribution of allocated resources and do not allow for training, requisitions, and Permanent Change of Station moves. These changes will be made only when directed by the Chairman, or on an exception basis with the approval of the affected Services.

b. Proposed changes must comply with ceilings imposed by Congress or the Secretary of Defense, such as those for management headquarters or overseas troop strength ceilings.

c. Proposed changes in skills, grades, or Service mix that would force a personnel assignment action should be programmed far enough in advance to allow for conversions to occur prior to the reassignment of the incumbent. In general, Services require at least 9 months for personnel assignment actions after documentation of the JMP. See Figure J-2 in Enclosure J for the lead time required by each Service.

d. Changes to joint manpower requirements for the coming fiscal year (often referred to as budget year) should allow time for requisitioning, training, and PCS move.

e. A request for additional joint manpower should normally be worked through the PPBS process as outlined in Enclosure F, and must be the result of a new or expanded program directed by the Secretary of Defense or the Chairman of the Joint Chiefs of Staff or included in Program Budget Decision or Program Decision Memorandum guidance. See Figure E-4, the Manpower Requirements Change Package Process, at the end of this enclosure.

f. Proposed changes to joint manpower requirements should include identification of suitable trade-off resources for changes in authorized strength, grades, and program element codes. Trade-off resources may also be needed for specific skills/specialties if they are scarce skills.

g. Manpower authorizations should not be adjusted in response to temporary changes in workload. Short-duration requirements should be supported through augmentation, civilian overhire, temporary duty, or other short-term solutions and not through realignment or addition of permanent manpower resources.

h. Manpower authorizations should not be changed to reflect the characteristics or grade of incumbents.

i. Realignment of existing authorizations that do not change the Service mix, military/civilian mix, skill/specialty mix, grade distribution, education and language skill, or program element code by Service may be implemented directly by the Joint Staff J-1. Impacted Services will be notified to update the data in their manpower and personnel systems.

j. The initial focus of the Service's review of joint manpower changes should determine if the skill, grade, and Service requested are appropriate based on the billet description. The Service should then review its ability to resource the endstrength, grade, and skill requested. When the Services lack the resources to support the identified joint requirement, or the request contains an inappropriate skill, grade, or Service, they should propose alternatives that will help the command or agency accomplish its mission with the available resources.

k. Mismatches sometimes occur between existing Joint manpower requirements and the Services' existing personnel inventory to fill the requirements. The mismatch is more significant among field grade officer positions, since such a small proportion of other pay grades are found on staffs in the joint community.

(1) At the beginning of each fiscal year, the Services should provide a list of skill codes requiring special management to the Joint Staff J-1 and the joint community to facilitate the joint community's careful review of the current allocation and management of these critical skills. The Services should keep the Joint Staff J-1 informed of any skill shortages at least annually, or as they become apparent, to help manage scarce assets.

(2) When the Services lack the resources to support the identified joint requirements, they should propose alternatives that will help the command or agency accomplish its mission with the available resources. Alternatives could include: grade substitutions (within the limitations of

the Joint Duty Assignment List), skill substitutions, language substitutions, and interim security clearances.

5. Timelines for Submitting Joint Manpower Program Changes. Figures E-2 and E-4 depict the semiannual JMP change schedule and process for joint activities.

a. Unified commands and the Chairman's activities are divided into one of three groups (A, B, or C) to balance the throughput for the joint manpower system. For example, a routine change request sent to the Joint Staff in October should be published in an implementer by the following January. See Figure E-2.

b. Exceptions: Requests for growth follow a different timeline and are addressed in Enclosure F.

c. Changes involving GDIP allocation should be submitted in a separate MRCP annually, in May, to facilitate balancing GDIP accounts; this is addressed in Enclosure M.

d. Defense agencies submit JTDs and JTMDs annually, usually in April.

6. Timing of Manpower Requirements Change Packages (MRCPs):

a. Execution Year. Execution year changes that are directed by the Chairman and/or approved by the Services, will be made on an exception basis only.

b. Budget Year. MRCPs that affect the first budget year (the next FY) should be submitted during the first submission cycle of the year. Budget year changes submitted during the second semiannual cycle reduce the Services' ability to comply with these requests.

c. Program Years. MRCPs that affect the program years (FYDP outyears following execution and budget years) should be submitted in the first submission cycle of the calendar year. This allows the Services to incorporate these changes in their POM submission to OSD in the summer cycle. Change requests that affect the FYDP and are submitted after this time frame will be addressed during the next POM cycle.

7. Coordination Required for Joint Manpower. The MRCP Coordination Matrix, Figure E-3, outlines the basic coordination necessary to make a change to joint manpower requirements.

- a. More coordination is required in the joint arena than in the relatively streamlined world of a commander of a Service major command, who is allocated a budget and endstrength to manage in order to accomplish the assigned mission.
- b. Unlike Service major commands, joint activities do not own their manpower. Although the combatant commanders have been granted primary military missions by law, they have not been granted their own manpower budgets to manage.
- c. Combatant commands, defense agencies, and joint activities control their own statements of requirements, with coordination focusing on manpower funding and personnel inventory issues.

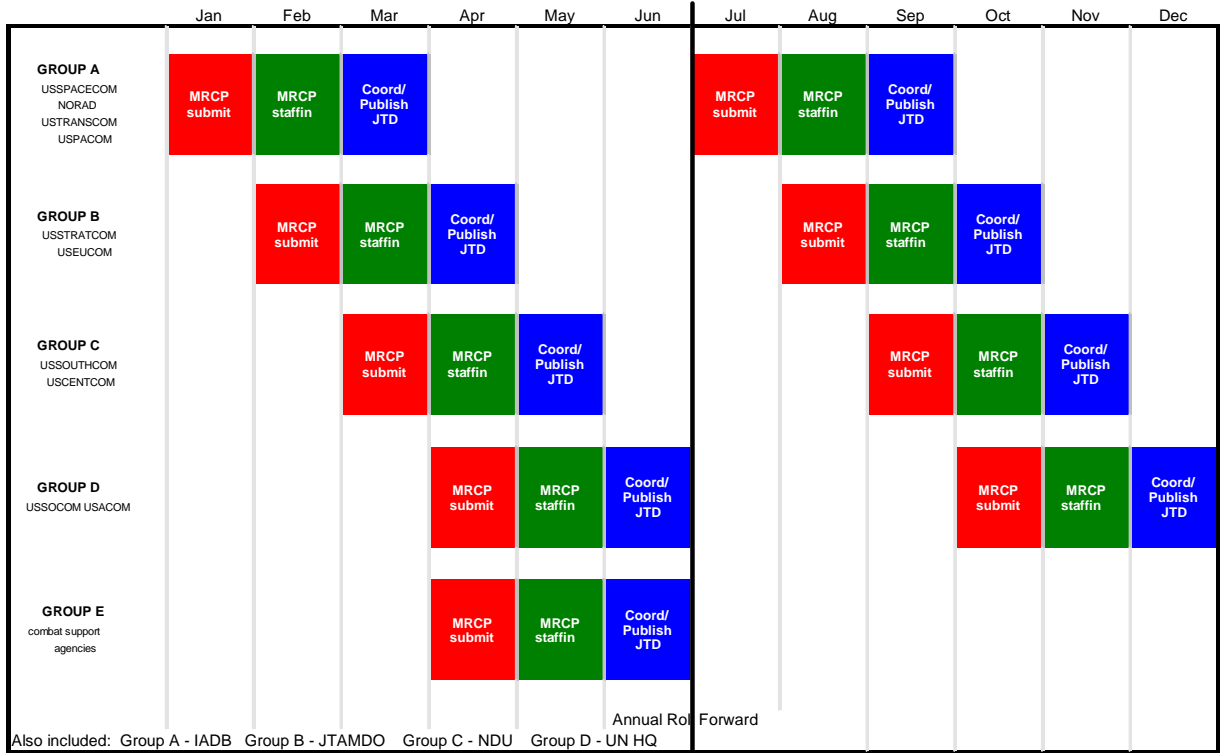


Figure E-2 Manpower Requirements Change Package Cycles

Example:

- a. January 1999 (FY-99) - during their first semiannual submission cycle of the year, USSPACECOM submits a manpower change request for budget year changes commencing in FY 01.
- b. February 1999 - The Joint Staff J-1 reviews and staffs the request.
- c. March 1999 - The Services coordinate on the request.
- d. April 1999 - Upon receipt of the Services' favorable reply, the Joint Staff J-1 publishes the implementer and updates the JTD.
- e. May 1999 - The implementer is updated in the Services' manpower data systems to trigger a new personnel assignment requisition. See Enclosure J to forecast when the individual will report to USSPACECOM for duty.

DATA ELEMENT	DEFINITION	EXECUTION	BUDGET YEAR	PROGRAM
ORGANIZATIONAL DATA				
ACTIVITY	Activity	CINC ¹	CINC	CINC
SUB_ACT	Sub-Activity	CINC ¹	CINC	CINC
PARA_NO	Paragraph	CINC ¹	CINC	CINC
LINE_NO	Specific position w/in paragraph	CINC ¹	CINC	CINC
B_TITLE	Position Title	CINC ¹	CINC	CINC
SUIC	Service Unit Identification Code	SERVICE	SERVICE	SERVICE
MANPOWER FUNDING DATA				
AUTH	Authorized Strength	OSD ²	OSD ²	SERVICE
B_SERVICE	Authorized Service	OSD ²	OSD ²	SERVICE
GRADE	Authorized Grade	N/A ³	SERVICE	SERVICE
PE_CODE	Program Element Code	OSD ²	SERVICE	SERVICE
PE_CODE	Establish New Program Element	OSD ²	OSD	OSD
POSITION REQUIREMENTS DATA				
B_SKILL	Skill/Specialty Required	N/A ³	SERVICE	SERVICE
B_TRAIN	Training Requirements (technical)	N/A ³	SERVICE	CINC
B_EDUC	Education Requirements (PME)	N/A ³	SERVICE	CINC
B_LANG	Language Skills Requirements	N/A ³	SERVICE	CINC
B_CLEAR	Security Clearance Requirements	N/A ³	SERVICE	CINC
B_ADDNL	Additional Skills Required	N/A ³	SERVICE	CINC
B_OTHER	Other Requirements	N/A ³	SERVICE	CINC
B_SPCODE	Subspecialty Code	N/A ³	SERVICE	CINC
OTHER JOINT POSITION DATA				
CRITICAL	Critical JDA Billet	OSD ²	OSD	JCS
JDA	Joint Duty Assignment Number	N/A ³	JCS	JCS
DUAL_HAT	Dual-hat Position	N/A ³	SERVICE	SERVICE
FCODE	Billet Function Code	CINC ¹	CINC	CINC
NOM_ROT	Nominative/Rotational Position	OSD ²	SERVICE	SERVICE

NOTES

1. CINCs may implement actions that do not require PCS moves
2. OSD may direct changes to execution and budget years.
3. Changes are not normally permitted in execution year

Figure E-3 Coordination Matrix

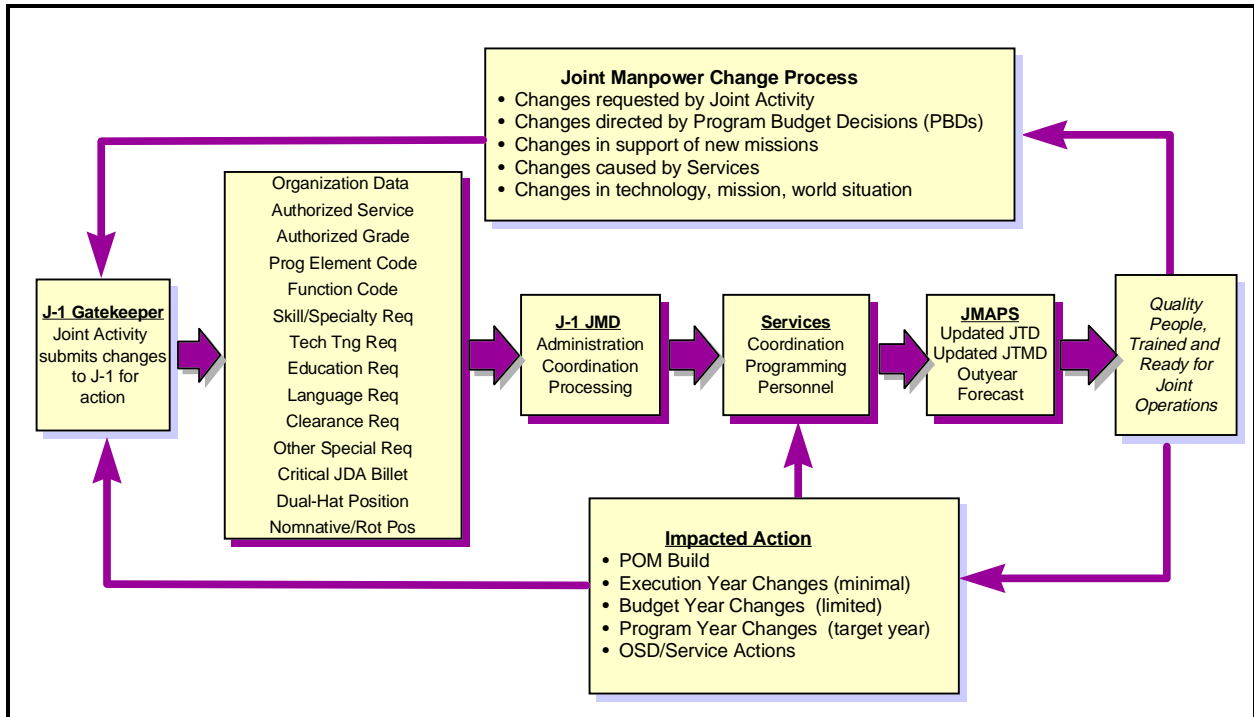


Figure E-4 Manpower Requirements Change Package (MRCP) Process

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ENCLOSURE F

JOINT MANPOWER PROGRAM: RESOURCE DECISION PROCESS

1. Introduction. This enclosure discusses the linkage between the JMP and the Planning, Programming, and Budgeting System process. It establishes a separate mechanism to manage requests for additional joint manpower.

2. Overview

a. The JMP operates within an environment of limited resources. Defense agencies and joint activities must prioritize manpower requirements to fund the highest priority missions.

b. The Resource Decision Process (RDP) creates standardized mechanisms, linked to the PPBS, to address requests for additional joint manpower resources systematically, as well as a process to reallocate joint manpower based on a comprehensive review of requirements. See Figures F-1, F-2, and F-3.

c. The RDP is designed to produce timely, implementable decisions on manpower resourcing issues with full consideration of the comparative costs and benefits associated with these decisions.

d. It allows each request to be viewed within the context of overall joint manpower requirements, provides balanced representation of all affected parties, and includes an appeals process.

3. Resourcing Guidelines. The following situations fall outside the resource decision process:

a. Work created by joint activities will be absorbed within their own resources. Most "mission creep" that generates requests for additional resources will fall in this category. Requirements for an internally-driven workload should be supported by the normal MRCP process for internal billet realignment.

b. Temporary work requirements will be resourced with short-term resourcing mechanisms such as TDY or Active Duty for Special Work.

4. Requests For Additional Joint Manpower. The following guidelines apply to those situations when manpower requirements are driven by external directives (i.e. UCP, SecDef, or CJCS decisions, etc.), and the work cannot be absorbed or the manpower needs resourced from existing billets:

- a. Requests should be staffed into Service POM cycles (generally, early December).
- b. Requests should be submitted for the program years. Budget year resourcing requests will be addressed only in the most unusual circumstances.
- c. Requests for joint manpower should be supported by the CINCs' Integrated Priority List, Joint Warfighting Capabilities Assessment study, or Joint Monthly Readiness Review input. Unsupported requests will not be considered without other indications of command priority.
- d. Requests for additional manpower normally are generated from one of the following processes (unless all Services concur):
 - (1) A JWCA Study, generally supported by a Chairman's Program Assessment or Chairman's Program Review language, e.g., Joint Theater Air Missile Defense Office.
 - (2) The JSPS (Tank) process.
 - (3) A SecDef or CJCS decision.
- e. Requests for additional joint manpower should include position level detail (i.e., MRCP) and full justification for the requirements.
- f. If the additional manpower does not compete successfully in the POM process, requests will be handled by the RDP as follows:
 - (1) May - Jun - The Joint Staff J-1 will coordinate the package with all applicable Services, combatant commands, and the CJCS-controlled activities and chair a Joint Manpower Validation Board to review all requests for joint growth. The Board will consist of Service Planners, subject matter experts, and Joint Staff representatives. The board will review the detailed position-by-position justification provided by the requesting activity and complete their validation process in June. Requesting activities should be prepared to attend the Validation Board to defend manpower additions.

(2) June - July - The Requesting Activity and the Joint Staff J-1 will brief the DepOpsDepts on the requirement and Service and Joint Staff recommendations for resourcing (see para. 5 for possible resourcing options).

(3) The DepOpsDepts will issue a unanimous decision to either approve or deny the request for additional manpower and if required, approve a resourcing method.

(a) The issue will be forwarded to the OpsDepts for resolution if the DepOpsDepts do not reach unanimous decision or if the requesting organization requests to reclama.

(b) By August, the Director, Joint Staff, will sign the implementing document including MRCP level of detail, i.e., a memo to the VCJCS requesting the Chairman's Program Assessment language to support the results of the RDP with copies furnished to all affected parties.

(4) About December of the next Fiscal Year, the PBD to support the results of the RDP will be coordinated with all affected parties. Every effort will be made to ensure all parties receive copies of the PBD and that the PBD accurately implements RDP results. Normally, PBD directed actions are effective for the next FY (budget year) and do not direct current year (execution year) changes.

(5) In January, the signed PBD will be distributed to all affected parties.

(6) The Joint Staff J-1 will update the JTD and/or the JTMD to reflect the results of the RDP.

5. Resourcing Options:

a. When additional joint manpower requests are supported for resourcing from existing joint manpower, the Joint Staff J-1 will apply the following guidelines to determine the specifics of any reallocation:

(1) The manpower pool for reallocation includes the combatant commands, CJCS-controlled activities, and the Joint Staff, but not the Defense agencies.

(2) Several methods can be used by J-1 to recommend resourcing candidates. For example, the manpower functional analysis baseline data can be used to help determine which organizations should provide

resources; or a macro fair share reduction can be levied with billet level details provided by the targeted activity. Note that the requesting activity will not be exempt from participating in reduction options.

(3) Reallocation normally will occur in the first program year.

(4) Reallocation may entail shifting of manpower from one joint activity to another as well as changing Service mix among joint activities. Example: A new requirement called for 50 Army and 50 Air Force positions. The command tasked to provide the manpower could provide 100 Air Force positions but no Army positions. Therefore, the command was reduced by 100 Air Force positions, 50 of which were then exchanged with 50 Army positions in other commands in order to meet the new manpower requirement.

b. When the resourcing decision is for the Services to offset from manpower external to joint (i.e., for externally driven requirements), the implementing document will not identify the offsetting resources.

6. Other Considerations

a. Timing of en route training and personnel fill for requested manpower will be included in the staffing package. Approved requirements, therefore, will have an estimated date for arrival of assigned personnel.

b. Shortage skills will also be addressed in a staffing package. Since these have a limited inventory, requirements may be modified or the resourcing method may be different in these cases.

c. Services and other resource providers should:

(1) Show all manpower resources throughout the FYDP that are authorized or budgeted for joint activities.

(2) Make out-of-cycle allocations as required by any Program Budget Decision, Defense Management Resource Decision, or inter-command transfer of manpower authorizations.

(3) Furnish applicable FYDP exhibits to the joint activities annually following the President's budget. The FYDP exhibits should include sufficient detail so that each command may have visibility into the funding process, and disconnects, if any, can be resolved.

7. Joint activities will confirm the accuracy of the PECs designated for each authorization.

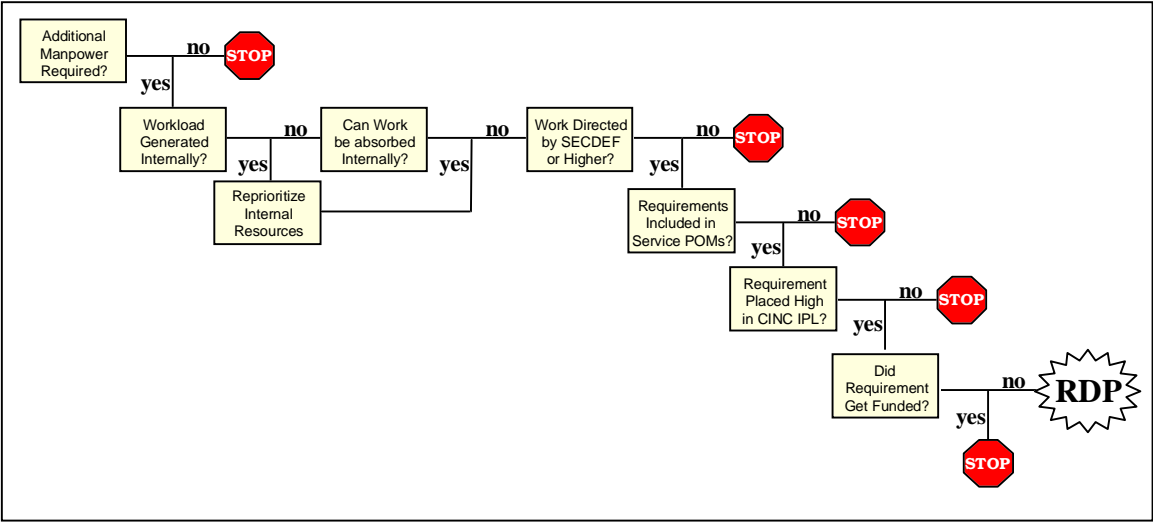


Figure F-1. Joint Manpower Resource Decision Process Part 1

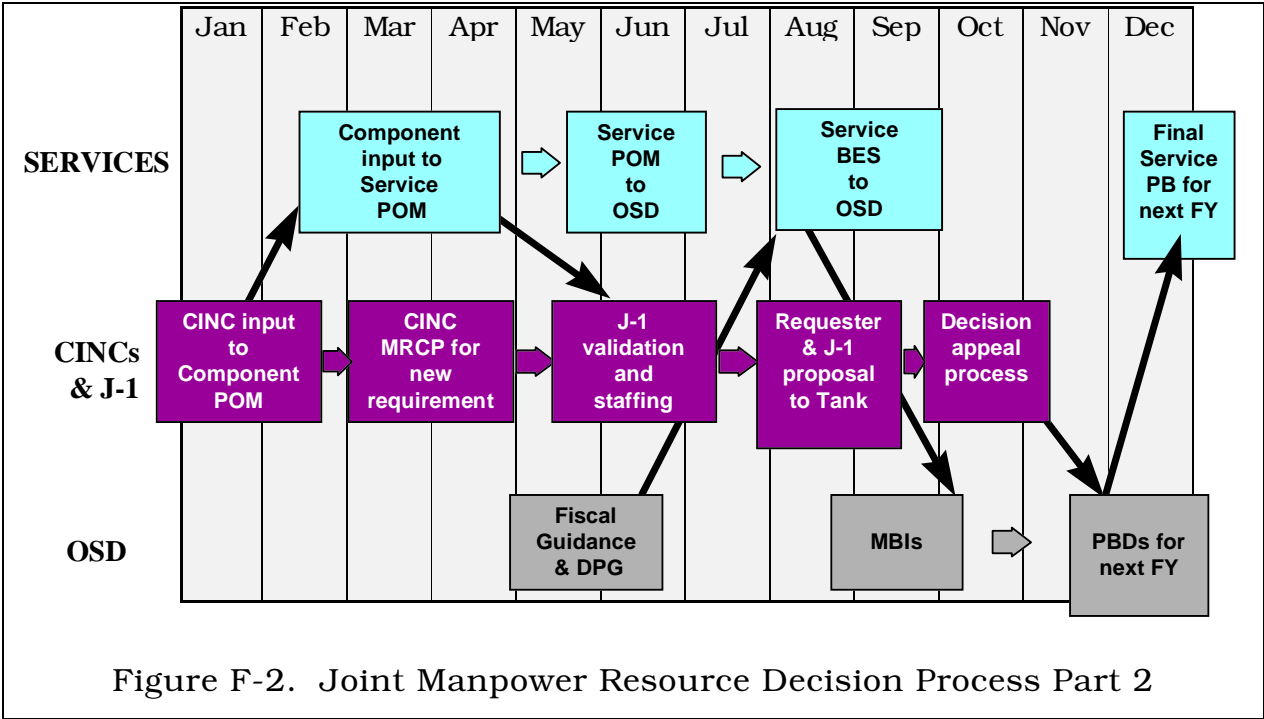
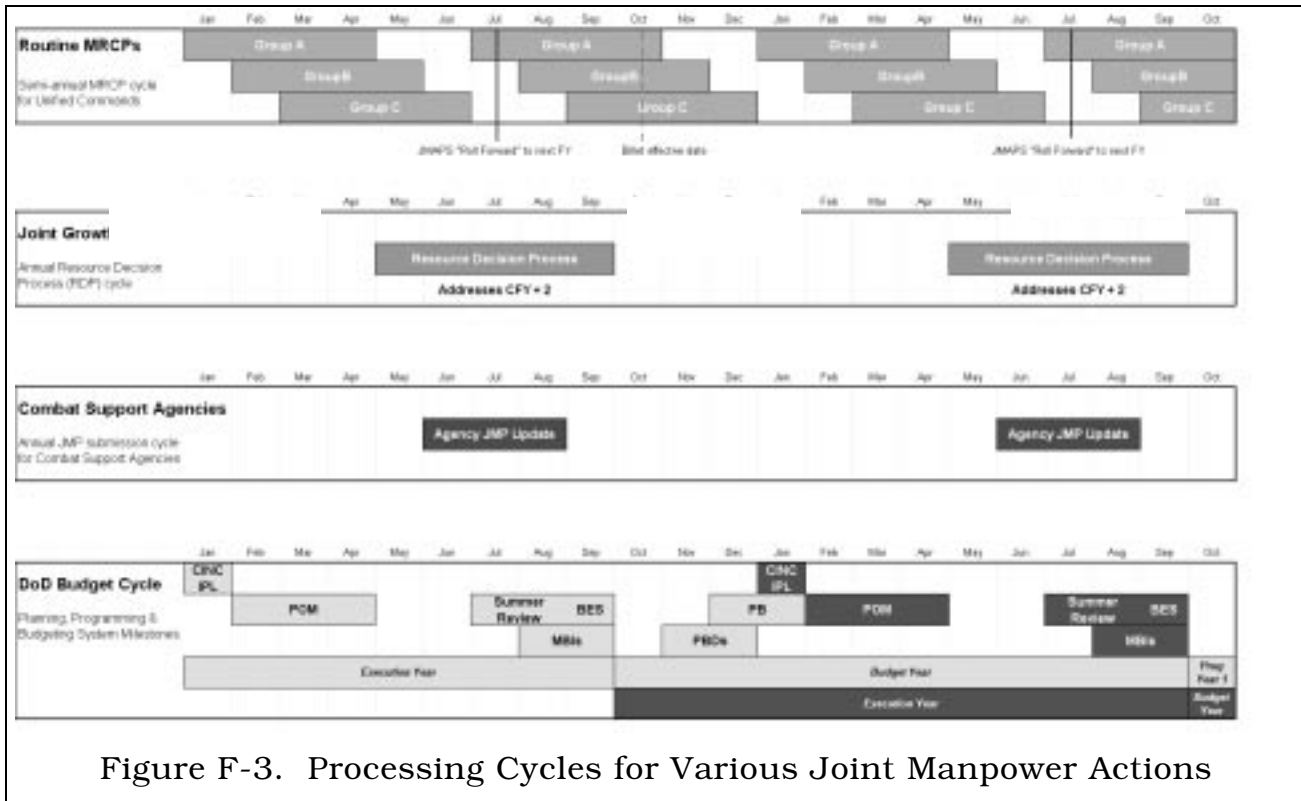


Figure F-2. Joint Manpower Resource Decision Process Part 2



ENCLOSURE G

JOINT MANPOWER PROGRAM:

PROCEDURES FOR COMBAT SUPPORT AGENCIES

1. Introduction. The term “combat support agency” is defined in reference e as any of the following agencies:
 - a. Defense Intelligence Agency.
 - b. Defense Information Systems Agency.
 - c. National Imagery and Mapping Agency.
 - d. Defense Special Weapons Agency.
 - e. Defense Logistics Agency.
 - f. National Security Agency (Reports directly to Secretary of Defense).
 - g. Any other Defense agency designated as a combat support agency by the Secretary of Defense.
2. Applicability. The policies and procedures set forth in this manual apply to the combat support agencies, as well as the combatant commands and their activities, unless specifically stated in this enclosure. See Figure G-1.
3. Submission Cycle. There are several key differences in the JMP process for the combat support agencies.
 - a. Unlike combatant commands, the combat support agencies listed above submit JMPs to the Joint Staff once a year.
 - b. The combat support agencies submit their JMPs for review only after the budget issues have been resolved, generally each April.
 - c. Combat support agencies will use the manpower authorizations contained in the President's Budget.
4. Joint Manpower Program. As a minimum, the JMP consists of:
 - a. A current Organization and Functions Manual providing:

(1) A detailed organizational chart showing all military and civil service positions.

(2) A description of the duties and responsibilities of each directorate, division, branch, and section within the organization.

(3) A reference to the law or directive citing the responsibilities or tasks.

b. A JTD, similar to the example provided in Figure D-1, showing a position-by-position listing of all peacetime manpower requirements through the FYDP by command, category, PEC, and funding by program year.

c. The JTMD provides similar information for the Reserve components. See Figure D-2.

d. Combat support agencies will submit their JMPs in the format described above accompanied by the following:

(1) Recap by grade and Service for each year of the FYDP

(2) Recap by program element code

(3) Drill category recap by Service and grade

(4) Audit trail of changes from the approved JMP by Service, grade, and skill using the format shown in Figure G-2, Joint Audit Trail Format

(5) Include applicable Program Budget Decisions and how the PBD decisions were implemented within the agency

(6) Justification for skill and grade changes

(7) Provide both a paper and electronic file copy, if possible

e. The cover letter for the annual JMP submission should confirm that the JMP matches the President's Budget by Service, component, and PEC and lists the enclosed PBDs that directed adjustments to the last approved implementer.

5. Resource Review Process

- a. The manpower counterparts at the agencies and the Services normally conduct an ongoing dialogue to identify and resolve any potential discrepancies and reach a consensus.
- b. If, on occasion, an agency does not reach a consensus with one or more of the resource providers, then the Joint Staff J-1 will convene a panel to listen to all parties, review the issues, and recommend a resolution.
- c. The Joint Staff J-1 will coordinate the recommendations with the affected Services and then forward them to OSD for a decision.
- d. The Services may request a reclama review by the OpsDepts in a JSPS (Tank) decision briefing.
- e. USD (P&R) will make the final decision with respect to joint manpower issues. USD(P&R) will coordinate with the applicable Assistant Secretary of Defense regarding program issues. The applicable program authorities are listed below. See Figure G-1 for further details.

Agency	Program Authorities
DIA	ASD (C3I)
DISA	ASD (C3I)
DSWA	USD (A&T) via ATSD (NCB)
DLA	USD (A&T)
NIMA	DCI

6. Cycle. The combat support agencies will submit JMPs to the Chairman of the Joint Chiefs of Staff annually following SecDef resolution of program and budget issues for that agency. The following milestones apply:

- a. April - agencies submit annual JMPs for review.
- b. May - The Joint Staff J-1 reviews and analyzes the agency JMPs.
- c. June - The Services receive the JMP for coordination, analyze it, and provide comments.

d. July - Conflict Resolution:

- (1) Planners' meeting (if required).
- (2) The Joint Staff will prepare and coordinate the action for the approval authority.
- (3) Service response due (if any).
- (4) JSPS (Tank) session (if desired) to hear Service reclama.
- (5) Forward the JMP to USD (P&R) for approval, who will coordinate specific program issues with the applicable ASD.

e. August - Approval:

- (1) USD (P&R) approval memorandum issued.
- (2) Publish and distribute the approved JMP for the forthcoming fiscal year.

f. The Services will provide a copy of the implementing Service manpower documents to the affected agency and the Joint Staff.

7. Management of Manpower Skills in Critical Shortage. The Services will publish an annual list of skill codes, specialty codes, and grade levels, if applicable, that are critically short and require careful management.

a. Combat support agencies have a large number of manpower authorizations with technical skill codes that are frequently in short supply.

b. Combat support agencies and other commands will work closely with the Services and other resource providers to ensure the best use of critical skills.

c. The Services should provide a list of skills or grade levels that may be substituted in lieu of the critical skill.

d. Requests for additional authorizations of critically short skills will be reviewed by a panel to determine the best use of these assets.

8. JDAL Policy. All Defense agencies with manpower listed on the JDAL will adhere to existing JDAL policies delineated in Enclosure H. The different timelines followed by the JDAL Review Board and the Defense

agency JMPs may result in a longer lead time to effect changes in Defense agency JDAL positions.

Defense Agencies

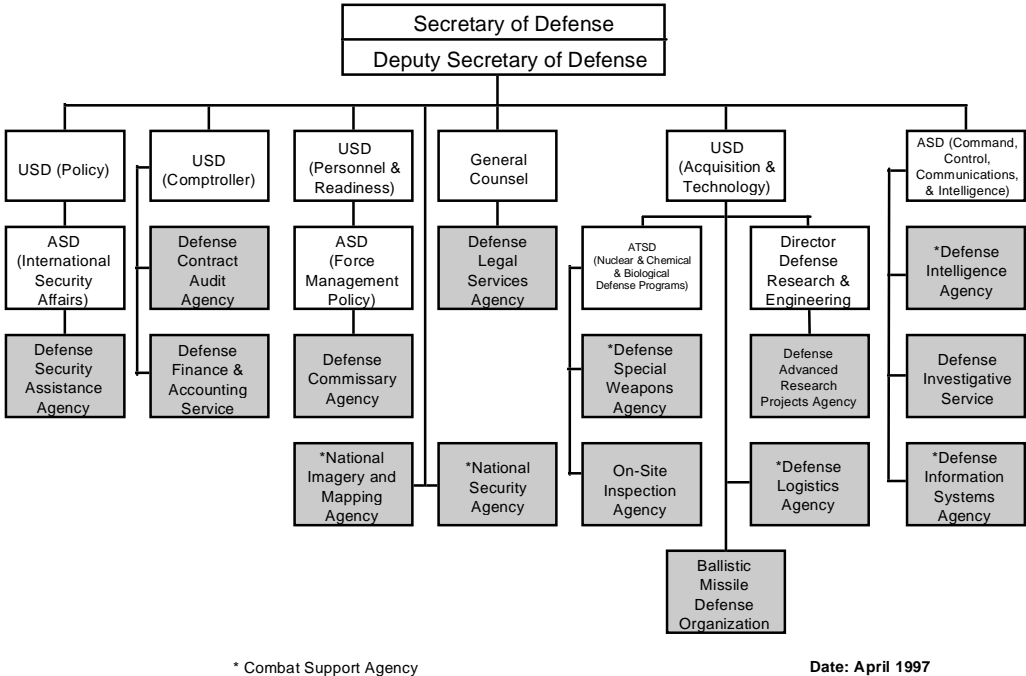


Figure G-1. Defense Agencies

JMP AUDIT TRAIL FORMAT

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1		AGENC	OR	PARA	LINE	TITLE	TYP	SV	GR	SKIL	COD	JDA#	UIC/PA	LOC	RMRKS	FY97	FY98	FY99	FY00	FY01	FY02	FY03
2																						
3	From:																					
4	To:																					
5	Explanation																					
6																						
7	From:																					
8	To:																					
9	Explanation																					
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21	Explanation																					
22																						
23	From:																					
24	To:																					
25	Explanation																					
26																						
27	From:																					
28	To:																					
29	Explanation																					

Figure G-2 Audit Trail Format

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ENCLOSURE H

JOINT DUTY ASSIGNMENT LIST PROCEDURES

1. Introduction. Title 10, USC, Chapter 38, "Joint Officer Management," reference e, established a goal to improve the performance of officers in joint duty positions by establishing procedures for their selection, education, assignment, and promotion. For more detailed information, see references f and g. Title 10 also mandated an annual report to Congress to monitor the status of joint officer management.

a. To comply with the statutory requirements, the ASD(FMP) and the Chairman of the Joint Chiefs of Staff developed the Joint Duty Assignment List, a listing of positions within a multi-Service or multinational command or activity involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments.

b. Successful completion of an assignment in one of these positions became one criterion for designation as Joint Specialty Officer. The JDAL also provided the data from which the Joint Officer Management Annual Report to the President and Congress was generated.

2. Joint Duty Assignment List. The JDAL, which must be approved by ASD(FMP), is a consolidated list of all JDAs. Positions considered for the JDAL are among the following:

a. Eligible Joint Positions. O-4 and above positions, less professional (medical, legal, chaplain) and Reserve positions not on the active duty list for joint organizations directly responsible for joint planning and employment of joint forces.

b. Critical JDA Positions. A critical JDA position is one that, considering the duties and responsibilities of the position, requires an officer particularly trained in and oriented toward joint matters.

(1) The JDAL, by law, must contain at least 800 critical positions. To distribute this legal requirement equitably, all joint activities must review their critical position needs to ensure sufficiency in number, appropriateness of selection (in terms of meeting the definition), and appropriate balance among the Services and across skill lines; i.e., the Service representation of critical JDA positions should approximate the overall Service representation of the JDA positions.

(2) Designation of critical positions is required by law. Critical positions are selected by heads of joint activities, approved by the Secretary of Defense, and documented in the JDAL.

(3) Information regarding the number of JDA positions and the number of JSOs is required by law to be reported in the Goldwater-Nichols Act Implementation Report Appendix to the Secretary of Defense Annual Report to the President and the Congress.

c. A JDA cross-department position is one in which an incumbent performs full-time duties with another Military Department or with the armed forces of another nation. Both the host and parent Military Department must approve the positions prior to board review. A position may be considered JDA cross-department if the following criteria are satisfied:

(1) The preponderance of the duties meet the definition of a JDA and have been validated by the JDAL Validation Board.

(2) The incumbent officer receives an official performance evaluation from an officer of the host department or host nation that is included in the officer's official personnel records. (Services may establish review procedures to ensure that performance evaluations comply with Service policy and procedures.)

(3) The officer is formally assigned to a position outside his or her Military Department.

d. Dual-Hat Joint Duty Assignment Positions. A dual-hat JDA position is one in which the incumbent has responsibility for both a Service and a joint, combined, or international organization.

e. Positions Specifically Excluded From the JDAL

(1) Assignments for joint training and education

(2) Positions assigned to single-Service organizations or within an officer's own Military Department

(3) Officer positions of grade O-3 and below and all enlisted positions

(4) Reserve positions not on the active duty list

(5) Professional positions (medical, legal, chaplain)

3. Eligible Organizations. Any multi-Service or multinational command or activity involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments merits consideration for JDA. Such involvement includes, but is not limited to, matters relating to national military strategy, joint doctrine and policy, strategic planning, contingency planning, and command and control of combat operations under a unified command.

4. JDA Fill Requirements. At least 50 percent of each Military Service's JDAs must be filled by officers who have been designated as JSOs or JSO nominees.

5. General/Flag Officer Positions

a. All G/FO actions will be handled by the Special Assistant for General/Flag Officer Matters in accordance with procedures established by reference a.

b. G/FO JDA and critical JDA positions are documented in the G/FO Annex of the JDAL.

6. Joint Duty Assignment and Management Information System (JDAMIS). JDAMIS is the automated management information system and database maintained by the Joint Staff and Defense Manpower Data Center and managed and updated by the Chairman of the Joint Chiefs of Staff and the Military Services. It provides automated files reflecting the approved JDAL and personnel data pertaining to officers who are JSOs, JSO nominees, or other officers in JDA positions or attending Joint Professional Military Education (JPME). Current and historical JDAMIS data files are used to prepare the Goldwater-Nichols Act Implementation Report Appendix to the Secretary of Defense Annual Report to the President and the Congress. The position management file of JDAMIS constitutes the official statement of JDA positions and will be modified only with ASD(FMP) approval.

7. Updates and Changes to the JDAL. ASD(FMP), with the advice and assistance of the JDAL Validation Board, approves JDAL position additions and deletions to the JDAL. Proposed changes should be submitted through the Chairman of the Joint Chiefs of Staff for submission to the JDAL Validation Board. Information on positions deleted from the JDAL is provided in paragraph 10. More information on the JDAL Validation Board is provided in paragraph 8 below. The ASD(FMP), with advice and assistance of the DUSD(PI) and Chairman of the Joint Chiefs of Staff, approves changes (i.e., critical to non-critical

JDA, etc.) of JDAL designations. Proposed changes should be submitted through the Chairman of the Joint Chiefs of Staff.

8. The JDAL Validation Board. The Secretary of Defense approved the following JDA review system to ensure that all JDAs comply with law and policy. This system includes a structural framework for classifying current JDAs and future JDA candidates, a review board, and an administrative review process.

a. Charter. The JDAL Validation Board is tasked to assess the joint content of the duties of candidate permanent manpower positions and recommend to ASD(FMP) whether it should be included on the JDAL.

b. Composition. The Board has eight G/FO or civilian equivalent voting members, one designated by each Service, two from OCJCS designated by DJS, and two from OSD designated by ASD(FMP). Additionally, ASD(FMP) can elect to have another OSD “non-voting” representative to serve as an activity expert. The JDAL Validation Board is co-chaired by representatives from OSD and the Joint Staff.

c. Activities/Positions. Activities and positions are divided into several categories for JDAL review.

(1) Categories A through C include OSD, the Joint Staff, including J-2, the combatant commands, NATO and NORAD.

(2) Categories D and E are organizational positions and unusual or extraordinary positions in Defense agencies, field activities, CJCS-controlled activities, various jointly manned activities, cross-department positions, activities outside DOD, and other miscellaneous activities.

9. JDAL Validation Board Procedures. The following procedures will apply:

a. The Joint Staff J-1/JDAL Validation Board Secretariat will provide orientation briefings (Board procedures; review/validation package preparation) to the parent activities of the positions scheduled for Board review. The briefing will occur approximately 90 days prior to the anticipated Validation Board date and will begin the review process timeline.

b. Activities will then prepare and return the required information in the specified format. Packages will include organization/mission description or charter, a diagram of the organization’s structure, the

individual position description, and extracts from performance reports of the incumbent or predecessors.

c. The Joint Staff J-1 will screen each package to ensure that the positions submitted meet the basic requirements of law and policy. The Joint Staff J-1 will return those that do not meet the basic criteria and forward all other positions to the JDAL Validation Board for consideration.

d. Thirty days prior to the Board, the Joint Staff J-1 will forward the staffing package to the JDAL Validation Board members for staffing, consideration, and pre-vote.

e. Twenty days prior to the Board, each member will cast one pre-vote, either yes or no, for each position under consideration.

(1) Upon return of the Board members' pre-votes, the J-1/JDAL Board Secretariat will collate the results and, approximately 10 days prior to each board, notify the board and activity proponents whose positions require further review.

(2) Positions approved by the pre-vote will be recommended for approval without further review.

(3) The remaining positions (those not "approved" by the pre-vote) will be discussed by the formal validation board. Members will have 3 days to re-vote on these positions.

(4) The Joint Staff J-1/JDAL Validation Board Secretariat will consolidate the Board's recommendations and forward them to ASD(FMP) for final approval and action.

(5) ASD(FMP) will promulgate the final action via memorandum.

10. Additions and Deletions to the JDAL. The Joint Staff J-1 will adjust the next edition of the JDAL in accordance with the procedures established by ASD(FMP) and summarized below:

a. Deletions from the JDAL

(1) Vacant positions will be removed immediately.

(2) Encumbered positions will be coded for deletion, but the billets will be deleted only upon the departure of the incumbent, or after the incumbent completes full joint credit, whichever comes first.

b. Additions to the JDAL

(1) The effective date of the JDA will be the date the memorandum is signed by ASD(FMP).

(2) The new JDA will appear in the following edition of the JDAL.

(3) Joint credit is granted retroactively to the date the incumbent first reported to the specific position that has now become a JDA.

11. JDAL Validation Board Implementation

a. ASD(FMP) notifies activities of the Board decision through appropriate distribution channels of approved adjustments to the JDAL.

b. The Joint Staff J-1 makes the necessary adjustments to the next iteration of the JDAL and to JDAMIS.

(1) JDAs approved for removal from the JDAL will be coded for deletion upon the departure of incumbent or upon 3 years service in the position, whichever comes first. The current incumbent will receive joint credit if the complete tour is served. If the position is vacant, the JDA status will be terminated on the Board approval date.

(2) New positions approved by the Board for addition to the JDAL will be added on the date the memorandum is signed and listed on the next iteration of the JDAL. Current incumbents will begin to receive joint credit and come under the provisions of law and policy on the JDA approval date. Joint credit is granted retroactive to the incumbent's reporting date.

(3) Once a position is reviewed and approved, JDA status is locked to the specific validated position. Therefore, any significant adjustments to the duties of the designated JDA position description will terminate JDA status and require the activity to request a new JDA review for the new position description using the JDAL Validation Board criteria.

(a) Changes to grade, MOS, tour length, UIC, position title, etc., that do not affect the actual duties of the position, do not affect the JDA's status.

(b) A review would be required only when the duties of the position change. For example, an activity deletes a Country Analyst and adds a Defense Information Warfare Officer. In this case, the position duties will be clearly altered so the JDA associated with the Country

Analyst will not be transferred to the Information Warfare Staff Officer position without Board review action.

(c) Basic reorganization moves, (i.e. an activity reorganizes and a Central American Country Analyst becomes a South American Country Analyst) do not require Board review because the basic position description has not changed.

12. Production of the Joint Duty Assignment List. Although the production of each new edition of the JDAL is necessarily a team effort involving the cooperation of OSD, the Services, and all organizations represented on the list, the Joint Staff J-1 is responsible for production of the JDAL. The production process is depicted in Figure H-1.

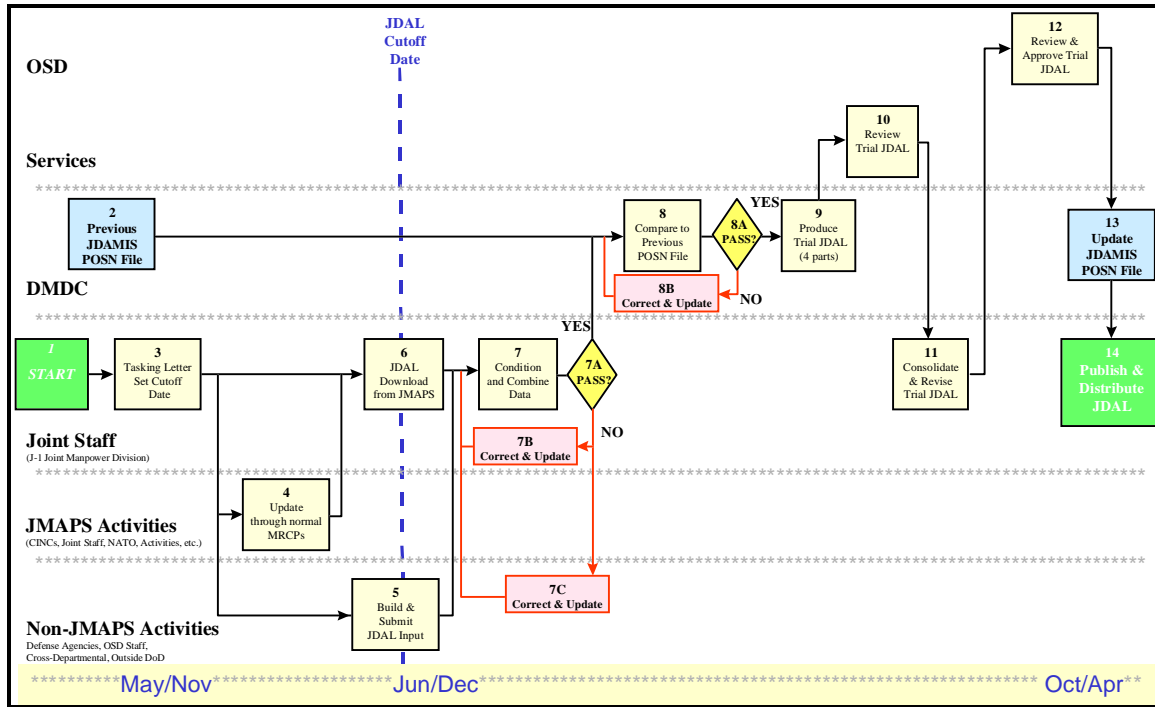


Figure H-1 JDA List Production Process

ENCLOSURE I

JOINT MANPOWER AND PERSONNEL SYSTEM

1. Introduction. The Joint Manpower and Personnel System (JMAPS) supports the JMP. JMAPS is a management information system that provides an automated method to coordinate manpower and personnel changes at the Joint Staff and manpower changes at the combatant commands and activities. The capabilities of JMAPS are discussed in greater detail in Volume I of the JMAPS User's Guide.
2. Purpose of the System. JMAPS allows joint activities and the Joint Staff J-1 to maintain, review, modify, and report manpower and personnel requirements. Additionally, JMAPS provides an interface to the JDAMIS for joint officer management.
3. Overview of JMAPS. JMAPS has been designed to provide users with the capability to manage manpower data, including the functionality to perform the analysis necessary to prepare a JMP for submission. JMAPS tracks all database information by activity and can store information for more than one activity. The functional needs served by JMAPS are:
 - a. Manpower Management. The system provides an automated method to coordinate manpower changes at joint locations.
 - b. International Manpower Requirements. The system provides an automated method to record and report manpower information related to NATO activities.
 - c. Personnel Security. The system provides an automated method to store and report position, personnel, and security information for the Joint Staff.
 - d. Military Personnel Management Information. The system provides an automated method to store and report personnel information for individuals assigned to the Joint Staff.
 - e. Managing Mobilization and Other Augmentees. The system provides an automated method to track and report the mobilization augmentation of the Joint Staff and the organizations directly attached to the Joint Staff.

4. Legacy Systems. JMAPS is the product of reengineering legacy manpower and personnel systems whose data requirements were consolidated from the following five previously existing systems:

a. The Joint Manpower Automation System was used in support of the JMP. The system provided an automated method to coordinate manpower changes at joint locations with the Joint Staff.

b. The Joint Manpower Data System International Subsystem was used to record and report manpower information related to NATO activities.

c. The Manpower Personnel Security System was used to store and report position, personnel, and security information for the Joint Staff directorates, including the Security Division and the Comptroller.

d. The Military Performance Report System was used to report and store information concerning personnel reports for individuals within the Joint Staff.

e. The Joint Mobilization Augmentation Document supported the tracking and reporting of mobilization augmentation of the Joint Staff and the organizations directly attached to the Joint Staff.

5. Technical Architecture and System Requirements. The Joint Staff JMD portions of JMAPS were developed to operate on the new Joint Staff office automation system. This system consists of personal computers used as workstations, a fiber distributed data interface network, and file servers.

a. Within the Joint Staff, the support software includes the Microsoft Windows NT operating system, Microsoft Word, Excel, PowerPoint, User Manager, Administrator Open Database Connectivity, and Mail. The Joint Staff subsystems of JMAPS were developed using client server technology. Microsoft Access was used to provide the front-end components for the system and Microsoft Structured Query Language Server was used as the back-end component for the database.

b. Joint activities are responsible for the equipment configurations on which their subsystems operate. The activity subsystem must be compatible with both Windows/MS-DOS and Windows NT operating systems. Most joint activity locations operate their subsystem within a Windows/MS-DOS environment. MS Access was used as the front-end and back-end components.

6. Inputs. Combatant command and other joint activity manpower inputs to JMAPS consist of manpower requirements changes submitted in data files, electronically approved by the Joint Staff, and applied to the applicable databases. Joint Staff J-1/Personnel Services Division (PSD) manpower and personnel data are entered interactively. Other inputs consist of various validation and code tables.

7. Outputs. Outputs from JMAPS consist of terminal displays, hard copy reports, updated data files, and code tables. Ad hoc queries can be run on demand by the user.

8. System Security. The JMAPS software is unclassified. The data entered and used in the system at the Joint Staff and at most of the joint locations will also be unclassified. However, the Joint Staff uses both unclassified and classified servers. It is possible that classified information may be used by the system at some locations.

9. Future direction with JMAPS. JMAPS is not complete, and it continues to evolve. One of the strategic goals for the future JMAPS is to move the subsystems used outside the Joint Staff into an environment where information exchange and interoperability are enhanced. There should be an opportunity for each of the Services, coordinating Defense agencies, and coordinating CINCs to have access to the manpower data stored in JMAPS. In addition, personnel data should be incorporated into the manpower data for all joint organizations.

10. Long-Term Objective. The long-term objective will be to move toward a functional and technical architecture where the environment, infrastructure, and hardware are shared and integrated with other DOD systems. Future system development should be toward a dynamic, on-line system that:

- a. Provides access for all appropriate users.
- b. Standardizes terminology and data descriptors across the Services, coordinating Defense agencies, and coordinating CINCs.
- c. Permits appropriate users to manipulate data and the corresponding data elements.
- d. Permits appropriate users standard reports and ad hoc query capability.
- e. Posts manpower decisions to the entire user community automatically.

f. Establishes a common baseline of information which is constantly synchronized between appropriate users and data owners.

g. Protects and secures classified and personnel information.

11. Reference Documents. JMAPS users may consult the JMAPS User's Guide, now available in both electronic and printed forms. Users should refer to the following resources for additional information on JMAPS:

a. JMAPS Data Requirements Analysis

b. JMAPS PSD Subsystem Design Document

c. JMAPS PSD Subsystem Maintenance Manual

d. JMAPS Joint Manpower Division (JMD) Subsystem Maintenance Manual

e. JMAPS User's Guide Volumes I-IV:

(1) Volume I, Introduction

(2) Volume II, Activity Subsystem

(3) Volume III, Central Subsystem

(4) Volume IV, Staff Manpower/Personnel Subsystem

ENCLOSURE J

JOINT MANPOWER AND PERSONNEL INTERFACE

1. Introduction. Once a manpower authorization is approved and forwarded to the Services, how long will it take for the person to report to the command? The response time varies from Service to Service and depends on the time of year. This enclosure describes the requirements, limitations, and critical milestones of each Service's system to help joint activities improve the timing of their manpower change requests.

a. The entire process usually takes 10-22 months from the date the manpower change request leaves the joint activity until the new individual reports for duty. See Figure J-1.

b. Figure J -2 at the end of this enclosure shows the equivalent terms and essential steps for each Service.

2. Army Manpower Process. The following are critical elements in the Army's programming, budgeting, and manpower process:

a. The Structure and Manpower Allocation System. Contains the authorizations at the military identity (officer, warrant officer, and enlisted) and PEC identity. The Program Budget Guidance is developed from SAMAS and forwarded to the Army commands for planning, programming, budgeting, and execution purposes. (The PBG can also be forwarded to the joint and Defense activities for PPBS purposes.)

b. The Army Authorization Documents System. The Army's Table of Distribution and Allowances contains the requirements and authorizations by paragraph and line as reflected in the JTD.

c. The Personnel Management Authorization Document. The PMAD contains the authorized skill and grade detail for personnel distribution. The PMAD is top loaded by the Deputy Chief of Staff for Personnel to project requirements into the program years. The PMAD is updated during the June/July timeframe after the Army's manpower change window. The Updated Authorization Document provides periodic updates to the PMAD.

d. The Officer Distribution Plan. Since there are more officer requirements than resources, the Army developed an ODP from the PMAD to distribute officer resources. The Army's joint manpower policy

is to fill JDAL positions at 100 percent, and the remainder of joint positions at the Army average for a particular skill and grade.

e. Joint Manpower Change Requests. All changes to manpower and personnel requirements will be made effective at least 12 to 18 months from the documentation of the implementer. The changes must first enter the Army's manpower system to allow visibility of changes in requirements. For example, the FY-98 changes made to Army documents in October 1997 will have an effective date of September 1998. The Army converted from two manpower change windows to one per year. Given the uniqueness of joint and Defense activities, the Army will continue to provide two manpower change updates per year: February-April and August-October.

3. Navy Manpower Personnel Process. The joint manpower actions reflected in the new JTD are updated to the Navy Activity Manning Document which then flows automatically to the Navy Personnel Command where the data is used in the assignment process. Specifics follow:

a. Activity Manning Document Update. The AMD lists all Navy authorizations with position level detail by year through the FYDP.

(1) The AMD is prepared and updated by the Navy joint position writers using the Total Force Manpower Management System.

(2) TFMMS is updated within 30 days of receipt of the JTD implementer; however, this process is typically much shorter.

b. Navy Personnel Command. TFMMS changes flow to the Navy Personnel Command and are used to support a weekly update of the Navy's personnel assignment systems, Officer Assignment Information System (OAIS) and Enlisted Assignment Information System (EAIS).

(1) OAIS/EAIS is used by the individual career detailers to identify valid authorizations requiring fill.

(2) Detailers normally program assignment actions with a 9 to 12 month lead time. (The lead time varies depending on the position requirements, the individual's current assignment, the deployment schedule of his or her current command, and en route training required.)

c. Normal processing and lead times. The Navy Manpower and Personnel system normally can produce a fill for a new or changed position within 9 to 12 months from JTD implementer approval. Delays

may be encountered when the changes involve critically short skills or when changes in skill mix are made to an incumbent position. (The position will not be filled until the incumbent departs.)

4. Air Force Manpower-Personnel Process. Each joint activity has a servicing Air Force manpower office, either at its Air Force component headquarters or at HQ USAF. With few exceptions, the manpower/personnel interface process is the same for all joint activities. The joint manpower actions reflected in the new JTD are updated to the appropriate Air Force Unit Manpower Document which then flows automatically to the Air Force Personnel Center where the data is used in the assignment process.

a. Unit Manpower Document Update. The UMD lists all Air Force authorizations with position level detail by year through the FYDP.

(1) The UMD is prepared and updated by the servicing manpower activity, either a major air command or direct reporting unit.

(2) When JTD changes are received by the servicing manpower office, they must first be translated into specific position changes on the UMD. This may be a time consuming process because there is not a direct link between JTD positions and specific Air Force UMD positions. Therefore, the Air Force manpower analyst may have to contact the joint activity to determine which specific Air Force position is to be changed.

(3) UMDs can be updated on a daily basis, with changes flowing automatically to the specific consolidated base personnel office responsible for supporting the impacted unit and to the Air Force Personnel Center. Normally, UMDs are formally updated at least once a month.

b. Air Force Personnel Center

(1) UMD changes flow to the Air Force Personnel Center and are used to support a monthly update of the master authorization file. The master authorization file is used by the individual career field managers to identify valid authorizations requiring fill.

(2) UMD changes also flow to the impacted base personnel offices. If the base personnel office determines other than normal action is required, they may submit a fill request to the Air Force Personnel Center.

c. Normal processing and lead times. The Air Force manpower and personnel system normally can produce a fill for a new/changed position within 9 to 12 months from the update of the UMD. Delays may be encountered when the changes involve critically short skills or when internal staffing time is needed to determine which specific Air Force position to change on the UMD.

5. USMC Manpower Process. There are three critical documents in the Marine Corps' manpower process: the Table of Manpower Requirements, the Troop List, and the Authorized Strength Report. These three documents determine what requirements will be funded and which positions will be manned. Even though the Marine Corps strives to fill 100 percent of its manpower authorizations in joint activities, they still require all manpower requests to follow this process.

a. Table of Manpower Requirements

(1) The T/MR contains the unconstrained Marine Corps manpower requirements for the current staffing year and the following six out-years.

(2) The official T/MR is updated each April.

(3) An electronic working file of the T/MR (a transitional database) is constantly updated as approved changes are received, but these updates become official only after review and publication each April.

(4) Personnel requisitions flow solely from the official T/MR.

b. Troop List. This document allocates authorized manpower against the T/MR for the current year and the following five out-years. It is published each April after the T/MR is updated.

c. Authorized Strength Report. Thirty days after the publication of the Troop List, the authorized manning levels for the budget year are then applied to the actual position requirements for each unit. The ASR allocates manning based on the individual grades and MOSs a unit requires.

(1) In the ASR process the Marine Corps allocates manning at 100 percent of authorized positions in joint activities.

(2) The ASR also produces allocations by grade and MOS for out-years, which are converted to the grade adjusted recapitulation for use in developing training input plans, promotion plans, and accession plans.

d. **Staffing Goal.** The Deputy Chief of Staff Manpower and Reserve Affairs applies the actual available inventory against the allocated manning levels in the ASR to determine the number of personnel for assignment to each unit.

(1) The staffing goal drives the position requisitions employed by the USMC personnel center.

(2) The USMC staffing goal is updated on a quarterly basis to account for changes in inventory and assignment policy. However, the allocated manning in the ASR is updated only once a year.

(3) Marine Corps policy is to staff all joint positions at 100 percent, except when the position calls for a skill in critically short supply.

(4) A Marine can be expected to arrive within 6 months of a staffing goal update unless the position incumbent is still on station. In that case, when the incumbent departs, the replacement will be a Marine of the requested grade and skill.

e. **Joint Manpower Change Requests.** All changes to personnel will be made effective at least one complete fiscal year in the future.

(1) At best, the normal delay is at least 6 months between approval of a staffing year T/MR change and arrival of the individual.

(2) Planning for future requirements using out-year T/MRs will enhance both the efficiency and effectiveness of this process.

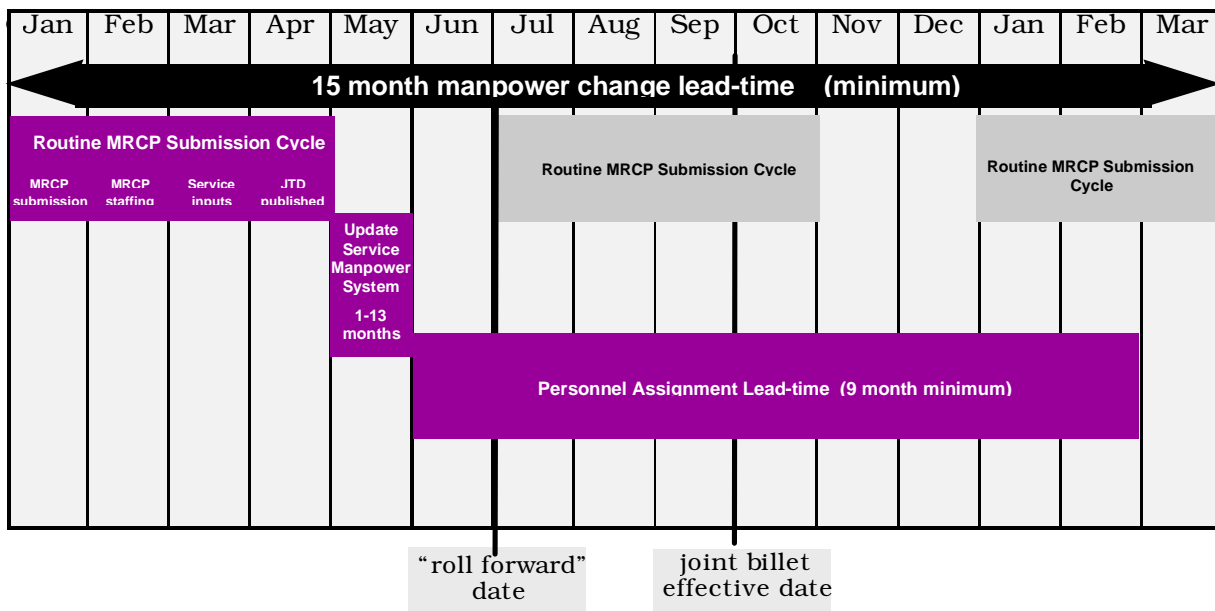


Figure J-3. Joint Manpower Planning Window

	Army	Navy	Marine Corps	Air Force	Joint Staff
Service Joint Manpower Focal Point					
<i>where</i>	ASA (M&RA)	CNO N1J	TFSD MCCDC	HQ USAF/XPMI	Joint Staff
<i>who</i>	Joint Manpower Analyst	N1 Directorate Planner	Joint Manpower Requirements Analyst	Joint Manpower Programmer	J-1 MMD Joint Manpower Division Chief
<i>system</i>	TAADS-R	TFMMS	T/MR	HAFMDS (HQ Air Force Manpower Data System)	JMAPS
Service Manpower System					
<i>where</i>	DAMO-FD USAFMSA	OPNAV N12 NAVMAC	TFSD MCCDC	Major Command (MAJCOM) or Direct Reporting Unit (DRU) Manpower Office	
<i>who</i>	Force Integrators Command Managers Manpower Analysts	Manpower Analyst Community Managers	Manpower Requirements Analyst	Manpower Requirements Analyst	
<i>system</i>	TAADS-R	TFMMS EDPROJ ODPROJ	T/MR LMIS	MDS (Manpower Data System)	
Service Personnel System					
<i>where</i>	DAPE-PR PERSCOM	CNO N13, NAVPERSCOM PERS 4, PERS 45J, EPMAC	Personnel Management Div HQMC	AF Personnel Center	
<i>who</i>	PERSSOs Joint Account Managers Assignment Officers	NPC Pers 4 Enlisted Assignments Div Washington Placement	Assignment Monitor	Career Field Manager	
<i>system</i>	PMAD/UAD PERSACS ODP EDAS	OAIS, ODIS (Officer) EAIS, RIS (Enlisted)	MCTFS Enlisted Staffing Goal Model Officer Staffing Goal Model	AFPDS (AF Personnel Data System)	
Normal processing/update leadtimes					
<i>manpower actions update cycle</i>	semiannual	biweekly	annually (April)	normally updated weekly, at least monthly	
<i>personnel update cycle</i>	annual PMD; UAD - as needed	weekly	quarterly	monthly	
<i>assignment lead time</i>	12-18 months	9-12 months	6-9 months	9 - 12 months	

Figure J-4. Service Manpower-Personnel Interface Comparison

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ENCLOSURE K

RESERVE SUPPORT TO JOINT ACTIVITIES
AND
JOINT MOBILIZATION REQUIREMENTS

1. Introduction. The six Reserve components (RC) of DOD are codified in the same laws, primarily titles 10 and 32, USC. However, management of each of those RCs may vary among the military Services. The Coast Guard Reserve is also codified in title 10, but as an element of the Department of Transportation during peacetime, provisions of title 14 USC also apply to that force. Just as joint activities vary in mission and Service mix, so do their use and mix of the RCs. The most commonly employed RC support to the combatant commands are individual mobilization augmentees (IMA), units, and Active Guard/Reserve (AGR) personnel.

2. Selected Reserve Augmentation. Selected Reserve Augmentation can be in the form of Individual Mobilization Augmentees (IMAs) or Selected Reserve Units.

a. Individual Mobilization Augmentees. IMA authorizations are individual military manpower positions identified as necessary to augment the active component (AC) structure of DOD or other US government departments or agencies of the US Government to support mobilization (including premobilization and/or postmobilization) requirements, contingency operations, operations other than war, or other specialized or technical requirements. IMAs are Selected Reserve members of the Ready Reserve who fill those authorized IMA positions.

(1) IMA use and management are outlined reference h.

(2) IMA Training Requirements

(a) Annual Training. IMAs must perform, as a minimum, 12 days of annual training per year.

(b) Inactive Duty Training (IDT). As members of the Selected Reserve in the Ready Reserve, many IMAs are authorized to perform IDT. Dependent upon the position, authorized IDT periods may vary from 0 to 48 drill periods per year.

(3) IMAs may be administratively formed into detachments for ease of management and training. However, these detachments will cease to exist when all members assigned to those detachments are mobilized.

b. Selected Reserve Units. These units are manned and equipped to serve and/or train either as operational units or as augmentation units. Members of Selected Reserve units have a training requirement of a minimum of 14 days of active duty for training (ADT) and 48 scheduled drills each year.

(1) Operational Units. Train and serve as units.

(2) Augmentation Units. Train together, but when mobilized, lose their identity and members become part of AC units.

3. Selected Reserve Requirements Determination. Combatant command headquarters and subordinate activities are authorized Selected Reservists to support augmentation requirements.

a. Combatant commands should determine and document their total wartime manpower requirements.

b. Combatant commands should determine their capability to meet the established requirements using current active and reserve component authorizations.

c. Deficits between peacetime authorizations and wartime requirements form the basis for evaluating requests for additional Selected Reserve authorizations.

d. When additional RC support is needed, requests for additional authorizations will follow the resource decision procedures set forth in Enclosure F.

4. Active Guard/Reserve Personnel. AGR personnel are defined in title 10 USC, Section 101. AGR personnel are serving voluntarily on Active Duty Other than for Training or Full-Time National Guard Duty. AGR personnel are referred to as follows:

a. Army Reserve and Army National Guard AGR personnel.

b. Navy Training and Administration of the Reserves (TAR) personnel and canvasser/recruiters.

c. Air Force Reserve and Air National Guard AGR personnel.

d. Marine Corps Active Reserve (AR) personnel.

- e. Coast Guard Reserve Program Administrator (RPA) personnel.

5. Guidelines for AGR positions

- a. AGR positions should support the effective integration of RC assets into the organization.

- b. AGR authorizations should not be requested to circumvent limitations on management headquarters activities or personnel endstrength ceilings.

6. Joint Table of Mobilization Distribution. The JTMD identifies the changes needed in the organization's structure, realignment of peacetime manpower authorizations, and augmentation required to shift to a wartime, contingency, or mobilization footing. It is the mobilization equivalent of the JTD.

- a. Like the JTD, the JTMD requirements are defined by activity, PEC, and category.

- b. JTMDs also indicate the drilling category of the augmentee which, in turn, determines the peacetime level of reserve training and sourcing.

- c. Augmentation requirements must be coordinated with the applicable Services and RCs for funding approval and sourcing.

- d. The paragraph and line numbers on the JTMD show precisely where the position will be utilized during mobilization. (e.g., If an O-4 logistician will be a member of the watch section in the Logistic Readiness Center in USTRANSCOM during mobilization, then that position will be assigned the same paragraph and sequential line numbers within the Logistics Readiness Center.)

- e. Since the JTMD is an extension of the JTD, it should be reviewed routinely to ensure that it reflects:

- (1) Mobilization needs of the organization.

- (2) The organization of the current JTD.

- f. Currently, the JTD and JTMD can be set up either as a combined database and printout or as two separate documents. Figure D-3 is an example of the combined JTD and JTMD format.

7. Active Duty for Special Work (ADSW). A tour of active duty for Reserve personnel authorized from military or reserve personnel appropriations for work on AC or RC programs (ADSW-AC funded or ADSW-RC funded). The purpose of ADSW is to provide the necessary skilled manpower assets to

support existing or emerging requirements. By policy, ADSW tours are normally limited to 139 days or less in one fiscal year. Tours exceeding 180 days are accountable against AC or AGR end strength in accordance with reference c unless specifically provided for in public law. Training may occur in the conduct of ADSW.

ENCLOSURE L

US MANPOWER FOR NATO
MILITARY COMMANDS AND AGENCIES

1. Activities Concerned

- a. US contribution to Allied Command Europe
- b. US contribution to Allied Command Atlantic
- c. The US Element, International Military Activities, NATO Military Committee, headed by the US Military Representative. Included are:
 - (1) US Delegation to the NATO Military Committee, the USMILREP's staff
 - (2) Military Agency for Standardization
 - (3) Office of Deputy Chairman, Military Committee
 - (4) International Military Staff
 - (5) NATO Communications C3 Agency
 - (6) NATO Defense College
 - (7) Advisory Group for Aerospace Research and Development
 - (8) NATO Airborne Early Warning and Control Program Management Agency
- d. Office of the National Military Representative SHAPE.
- e. US Contribution to the ACE's Multinational Force HQ.
- f. US Contribution to ACE's Multinational Subordinate Principal Subordinate Commands. Included are:
 - (1) Interim Combined Air Operation Center
 - (2) Fifth Allied Tactical Air Force
 - (3) Sixth Allied Tactical Air Force
 - (4) Seventh Allied Tactical Air Force (when activated)
 - (5) Naval Subordinate Principal Subordinate Commands

2. Responsibilities. In addition to the responsibilities stated in other applicable parts of this manual:

a. The Office of the USNMR SHAPE and USLO SACLANT are responsible for:

(1) Acting as the primary liaison between the Joint Staff, major NATO commands, NATO's Multinational Force HQ, and sub-PSCs on matters regarding the US manpower contribution to ACE, international, multinational organizations, and ACLANT, respectively.

(2) Distributing NATO documents and manpower requests and providing copies of US replies to ACE and ACLANT, as required.

(3) Monitoring manpower requests to ensure compliance with the basic policy guidelines stated herein.

b. The USMILREP NATO Military Committee is responsible for:

(1) Acting as the primary liaison between the Joint Staff and NATO commands on matters regarding the US manpower and personnel contribution to the USDELMC, the International Military Staff, and its associated agencies as depicted in the US Element JMP.

(2) Advising the Joint Staff which manpower and personnel issues warrant attention and recommending a course of action, as necessary.

(3) Submitting the US Element JMP to the Chairman of the Joint Chiefs of Staff for approval.

3. US Manpower Contribution Validation Process

a. General

(1) The Peacetime Establishment (PE), the Emergency Establishment (EE), and Memorandum of Understanding (MOU) for Multinational Force Headquarters and Sub-PSCs reflect manpower requirements by duty title, nationality, Service, and grade. Post (position) numbers are assigned by functional areas for position identification.

(2) Recapitulations by major functional areas and organizational elements are given by nation, grade, category, and Service.

(3) NATO grades are reflected by OF (officer) and OR (other ranks) category. NATO OF grades correspond to US grades less one grade (e.g., US grade O-6 is NATO grade OF-5). NATO OR grades are equivalent to US enlisted grades (e.g., an OR-5 is an E-5).

(4) Increases in US-authorized manpower normally will not be approved without identification and deletion of an equal number of like-Service, like-grade offsets.

(5) Once the PEs and EEs are accepted by the Chairman of the Joint Chiefs of Staff, with Service concurrence, the authorizations will be included in the Service manpower documents and supported by the Services accordingly. The funded EE augmentation requirements will be differentiated from unfunded EE augmentation requirements in the appropriate Service manpower documents.

(6) NATO manpower documents do not contain sufficient position information data to support US personnel assignment needs. To compensate for this deficiency, full job descriptions must be submitted by the US Liaison Offices of the MNCs to the Chairman of the Joint Chiefs of Staff, concurrent with submission of proposed PEs, EEs, and MOUs of new organizations and proposed manpower changes in existing PEs, EEs, and MOUs.

(7) Officer aides and enlisted personal staff

(a) Except where specifically directed, US officer aides for US officers authorized for NATO activities will be carried on the PE or MOU and included as part of the US contribution.

(b) US enlisted personal staff members allocated by the Services to support G/FO positions are not part of the US contribution and are not included on the PE or MOU.

(8) Dual-status positions

(a) Certain US personnel are assigned dual-status posts in more than one NATO organization.

(b) Other US personnel assigned to NATO posts have dual-status in US national positions.

(c) Dual-status posts are identified and annotated in the organizational documents of both organizations. These positions appear in the recapitulation of only the organization to which they are primarily responsible to preclude double-counting the position.

b. Review and Approval of PEs and MOUs

(1) The Chairman of the Joint Chiefs of Staff, after Service coordination, will approve US support of the PEs and MOUs.

(2) Changes to approved US Service totals, Service category (officer and enlisted), changes involving manpower from more than one US

Service, or US officer positions--O-6 and above--will be processed as follows:

(a) ACE and ACE Multinational Force and sub PSCs – through USNMR SHAPE to Joint Staff J-1.

(b) ACLANT – through USLO SACLANT to Joint Staff J-1.

(c) International Military Activities, NATO MC – through the USMILREP to Joint Staff J-1.

(3) Proposed changes that do not change Service totals, Service category, US officer positions O-6 and above, or involve manpower from only one Service, do not require CJCS approval and will be processed as follows:

(a) ACE –through USNMR SHAPE to the Joint Staff J-1, who may pass this type of change to the Service concerned to be answered directly to USNMR SHAPE with an information copy to Joint Staff J-1.

(b) ACLANT – through USLO SACLANT to the Joint Staff J-1, who may pass this type of change to the Service concerned to be answered directly to USLO SACLANT with an information copy to the Joint Staff J-1.

(c) International Military Activities, NATO MC – through the USMILREP to the Joint Staff J-1, who may pass this type of change to the Service concerned to be answered directly to the USDELMC with an information copy to the Joint Staff J-1.

(d) Any change not in conjunction with a regular PE or EE will be submitted as an out-of-cycle change.

c. Review, Approval, and Activation of EEs. The following guidance is based on the principle that the United States supports filling EE positions and that filling NATO EE positions (to include NATO sub-PSC HQ, ICAOC, and the NATO Multinational Force HQ) should first come from US resources identified as US contributions to NATO.

(1) The Chairman of the Joint Chiefs of Staff, with Service and CINC coordination, as appropriate, will approve US support of the EE.

(2) The Services will:

(a) Review EE submissions and advise the Chairman of the Joint Chiefs of Staff if the proposed augmentee manning (manpower required for the EE over and above manpower provided in the PE) is supportable.

(b) Support the validated and funded manpower requirements once the EE is approved.

(3) USCINCEUR and USCINCLANT, as appropriate, will:

(a) Review the proposed EE and forward recommendations for augmentee support to the appropriate Service and advise of any impact on the ability to carry out the national mission.

(b) Ensure US manpower identified for the EE is not otherwise committed in-theater in the same time frame.

(c) After US approval of the EE, identify EE augmentation manpower from in-theater resources to the maximum extent possible.

(4) USNMR SHAPE or USLO SACLANT, as appropriate, will:

(a) Submit proposed EEs and changes to the Joint Staff and Services for CJCS approval with a copy to the affected CINC.

(b) Submit requests for US support of NATO exercises to the affected CINC for consideration.

(c) Provide the affected CINC with any NATO documents related to manpower issues.

(5) US military resources identified as US contributions to NATO that are not tasked with an EE requirement are available for other US wartime requirements.

(6) Once all US contributions to NATO have been exhausted for EE fill, and it is determined that additional resources are required, the augmentee requirements will be reviewed as outlined in this enclosure to determine supportability.

(7) The following commitments are engendered by US approval of an EE, which includes augmentation personnel:

(a) Identify and train augmentation personnel indicated in the EE.

(b) Provide and transport augmentation personnel to arrive at the designated location within the timeframe required by the EE.

(c) Should there be competing requirements between the US CINC and NATO for the same manpower in an emergency, the US-approved EE commitment to NATO takes precedence.

d. US Support of NATO Exercises

- (1) The EE is not normally implemented for exercises.
- (2) The EE may be accepted as the basis for determining the type and number of personnel required for exercises.
- (3) The United States may support exercises with manpower requirements stated in the EE, subject to the following conditions:
 - (a) Supporting exercise manpower requests does not degrade the combatant command's ability to carry out its mission.
 - (b) All qualified PE manpower must be identified for the exercise before additional US augmentee requirements will be supported. US augmentation above the US-approved PE will depend primarily on the availability of manpower resources.
 - (c) Any US augmentation requirements for NATO exercises should be coordinated with the US in-theater commander through USNMR SHAPE during the initial planning stage of the exercise. USNMR will seek assurance that every effort has been made to obtain augmentees from ACE resources prior to sending support requests to US commands.
 - (d) Unforeseen requirements may be considered by the United States when NATO provides complete rationale.

4. Nominations for NATO Non-quota (NQ) Positions

- a. Requests from NATO for nominations for NQ posts are forwarded to the Joint Staff through the appropriate US representative or liaison officer, who may provide a recommendation to the Joint Staff on whether or not the United States should nominate to fill the position.
- b. In order to successfully staff a nomination request, a minimum 2-month lead time is required for nominations, with a fill date generally no less than 6 months from the date of selection. A recommendation from the USMILREP for the NATO command requesting nominations is also important for success. This does not preclude forwarding a request to nominate with less than a 2-month lead time; however, less time to staff the action would greatly diminish the likelihood of support.
- c. Special USDELMC procedures for International Military Staff (IMS) NQ posts.

(1) In accordance with NATO MC 216/2, the IMS will provide annually a list of IMS posts for which nominations will be required in the next 12-month period. USDELMC will forward this list to the Joint Staff

J-1 with USMILREP's recommended top priorities for nomination, keeping in mind that the Services can support only a limited number of NATO NQ positions. Supporting justification and appropriate job descriptions will be included.

(2) The Joint Staff will then utilize this advice and work with the Services to place these nominative positions on the joint documents for planning purposes.

d. Upon receipt of a request to nominate, the Joint Staff will forward it to the Services in accordance with the CJCSI 5711.01 Series. When a Service nominates a candidate, a comprehensive curriculum vitae on the candidate will be provided by the Service to the Joint Staff.

e. It is imperative that a highly qualified candidate be nominated as early as possible in order to compete successfully with other candidates from the other NATO nations.

f. G/FO NQ positions are handled by the Special Assistant for G/FO Matters, Joint Staff.

5. Critical JDA for US Positions in NATO

a. Requests for additions, deletions, and changes in JDA list critical designators will be forwarded by the Senior US Representative of higher US authority of the NATO command in whose PE the JDA position is authorized, through the appropriate US liaison, to the Joint Staff J-1.

b. The request must contain full justification for the change, accompanied by a NATO job description.

c. Upon receipt of the request, the Joint Staff J-1 will staff the request per procedures established in subparagraph 3b above. If recommended for approval, the Joint Staff J-1 will forward the request to ASD (FMP) in the next update of the JDAL.

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ENCLOSURE M

GENERAL DEFENSE INTELLIGENCE PROGRAM MANPOWER

MAJOR FORCE PROGRAM THREE

1. Introduction. The General Defense Intelligence Program (GDIP) provides resources for military intelligence units and activities within the National Foreign Intelligence Program (NFIP) other than specialized national reconnaissance, national cryptologic, and national counterintelligence programs. The program includes DIA, units from each of the Military Departments, and combatant command elements that have theater-wide responsibilities and significant national or departmental intelligence missions. The GDIP encompasses three functional areas:

- a. DOD intelligence production.
- b. DOD collection activities--human source intelligence, measurement and signatures, and multi-disciplinary.
- c. Activities that provide infrastructure--management, personnel, training, ADP, security, facilities, etc.

2. Authority. The GDIP Program Manager, or Program Manager, is the Director of DIA and the senior DOD uniformed military intelligence officer. The PM has the responsibility and authority for managing GDIP resource planning, programming, and budgeting (reference i).

3. Relationship to the Director of Central Intelligence. The DCI develops the NFIP budget, with the advice of the program managers, departments, and agencies concerned with NFIP (reference i). The GDIP PM submits for DCI approval the GDIP resources to be included in the NFIP budget. The GDIP PM also recommends reprogramming actions to the DCI for final approval.

4. The GDIP staff and the Functional Managers. The PM manages program development and oversees execution with the assistance of the Functional Managers for production, collection, and infrastructure and the GDIP staff. These senior DIA FMs have functional management responsibility for program and budget across the GDIP, to include the Services and DIA. The GDIP staff assists the FMs by centrally managing the resource planning, programming, and budgeting processes. The staff develops, publishes, and distributes the PM's guidance, all policy, and instructions. The staff reviews and evaluates programs for adherence to policy and guidance, develops and presents the PM's

priorities; serves as management office for all GDIP matters (including Congressional actions) and tasks the FMs for support, evaluations, and advice.

5. The GDIP Programming and Budgeting Process. The Capabilities Programming and Budgeting System process is used by the NFIP programs and is similar to the DOD PPBS. GDIP competes with other NFIP programs for a share of the NFIP budget. The process entails the following sequence of events:

a. Using the PM's guidance and priorities, each requesting unit or organization builds its GDIP proposal and forwards it to the next higher echelon. As these requests move up the chain, they are compiled into successively larger proposals.

b. The Services and DIA ultimately receive and evaluate their own GDIP proposals, then submit them to the GDIP staff in March/April for review and consolidation. After consolidation, the Staff divides them into three functional areas, one for each FM. The FMs perform a functional review across the Services and DIA, then provide the result to the Support Staff.

c. The three functional parts are merged and reviewed by the GDIP staff and the budget is presented to the PM. If approved by the PM, it proceeds to the Military Intelligence Board for review. The Board is chaired by the PM and includes the Service Intelligence Chiefs, the National Security Agency Director, the combatant command J-2s, and a Joint Staff representative. The Military Intelligence Board assesses the ability of the budget proposal to meet customer needs and has the authority to recommend changes. If the proposed budget is returned with changes, they are made and the proposed budget is submitted to the PM for final approval.

d. About June, the program is submitted to the Community Management Staff for review, evaluation, and issue identification within the NFIP program. During the summer months, issues are worked much as in the PPBS, and the cycle ends with the BES going to the DCI, OSD, and OMB around mid-September.

e. During the fall, budget reviews are held, DCI guidance is promulgated, and PBDs are completed. Finally, the President's Budget is submitted to Congress in January.

6. GDIP Program Element Code. With the exception of family housing added in FY98, all GDIP PECs begin with the same four digits, 0301XXX. The last two digits identify specific activities. The GDIP Procedural Guidance lists all GDIP PECs. No GDIP PEC can be changed without prior coordination and approval with the GDIP staff. A PEC change that entails movement of

resources into or out of the GDIP will use the functional transfer process outlined in the GDIP Procedural Guidance.

7. GDIP Joint Manpower Considerations. After the President's Budget submission, around March of each year, joint activities will adjust the GDIP manpower on their JTD to reflect the same manpower shown for all years in the President's Budget. The GDIP staff will provide the unified commands with their GDIP manpower totals as reflected in the President's Budget. The DIA Comptroller (OC-5) is responsible for all DIA manpower.

8. Additional Information

a. Reference j gives the DCI the responsibility to present the recommended budget for the NFIP to the President and Congress.

b. Although DIA manpower is almost all GDIP, it also has Defense-wide programs in the Joint Military Intelligence Program, FCIP, and other intelligence manpower. Because DIA is a major player in the GDIP, it must align all of its manpower when it aligns GDIP manpower.

c. In order to develop and orchestrate a coherent, consolidated, approach across the intelligence function, two relatively recent review and decision bodies have been created. Their authority extends across the several Defense-wide programs in the Joint Military Intelligence Program and Tactical and Related Intelligence Activities, as well as ensuring coordination with NFIP activities.

(1) The Expanded Defense Resources Board makes deliberate determinations and recommendations on issues and refers them to the DCI and the Deputy Secretary of Defense for decision.

(2) An Intelligence Program Review Group reviews issues, analyzes priorities, and studies funding alternatives. Meeting over the summer, it is the vehicle enabling reasoned, corporate decisionmaking in intelligence.

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ENCLOSURE N

US MANPOWER IN SECURITY ASSISTANCE ORGANIZATIONS

MAJOR FORCE PROGRAM TEN

1. Activities Concerned

- a. Security Assistance Augmentation to US Defense Attaché Office
- b. Military Assistance Advisory Groups (MAAG)
- c. Offices of Defense Cooperation (ODC)
- d. Offices of Defense Representative (ODR)
- e. Military Liaison Offices (MLO)
- f. US Military Groups (USMILGP)
- g. Joint US Military Assistance Groups (JUSMAG)
- h. JUSMAG Korea
- i. Offices of Military Cooperation (OMC)
- j. Mutual Defense Assistance Offices (MDAO)
- k. US Liaison Offices (USLO)
- l. Military Assistance Program (MAP)
- m. US Military Training Mission (USMTM)
- n. US Embassies
- o. Other similar security assistance organizations (SAO) assigned to US Diplomatic Missions that manage security assistance programs.

2. Statutory Basis. The Foreign Assistance Act and the Arms Export Control Act govern the resourcing of SAOs. The Security Assistance Management Manual sets forth policy and procedures based on this legislation.

3. Responsibilities. The staffing of an SAO is the responsibility of the Chief of Mission.

a. Reference k assigns primary responsibility for approval of changes in the size, composition, or mandate of an SAO to the COM in consultation with the Department of State. Approval of the COM is required for any change that:

(1) Affects the grade or Service of the SAO chief, or

(2) Changes the quantity of manpower authorizations in an SAO.

b. Manpower resources will often dictate how an SAO can best function. The staffing will vary according to the size of the mission, country, objectives, working facilities, and arrangements, as well as the desires of the COM.

c. The Director, Defense Security Assistance Agency, with combatant command, Joint Staff, and Service coordination, approves the final manpower authorization of the SAO. This is specified in the JMP, which authorizes military, civilian, and local hire personnel.

d. SAO positions are identified by the "100XXXX" PEC. Other support may be provided by the host country under separate arrangements.

4. SAO Manpower Coordination

a. A CINC may submit SAO JMP change requests to the Chairman of the Joint Chiefs of Staff. Changes must be clearly identified and contain supporting justification.

b. The Chairman of the Joint Chiefs of Staff will review and recommend changes to the Secretary of Defense.

c. The Secretary of Defense may adjust organization numbers to respond to changing national needs. He has designated the Director, DSAA, to act as the final approving authority for security assistance authorizations.

d. The Services program, fund (military positions only), and fill SAO positions.

5. Changes in manpower authorizations

a. The JMP should be reviewed at least annually to ensure that the SAO is manned in conformance with established policy for effectively managing security assistance programs.

b. When changes are required for SAO JMPs (or when JMPs are required for new SAOs), the requests, with detailed justification, must be submitted to the Joint Staff through the combatant command (reference 1).

c. Recommended changes must have the concurrence of the COM or Detachment Chief in an augmented office.

d. Technical changes in job title, skill code, grade, and specialty branch for positions other than SAO COM may be resolved between the CINCs and the Chairman of the Joint Chiefs of Staff, who will coordinate with the Services.

6. SAO Manpower Review Criteria. The annual review of SAO programs should, at a minimum, address the following factors. CINCs may recommend changes in grade or Service responsibility for an individual country using the criteria listed below:

a. Authorized personnel strength and composition.

b. Specific programs to be managed.

c. Host-nation forces and programs.

d. Relationship and attitude of the host-nation forces to US national objectives, strategic plans, and military objectives.

e. Degree of importance and prestige the host nation attributes to the components of its armed forces.

f. Geographic Service balance.

g. Grade required and justification.

h. Service, grade, and proximity of other senior US military officials in country.

i. Views of the US Chief of Diplomatic Mission.

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ENCLOSURE O

US SPECIAL OPERATIONS COMMAND MANPOWER

MAJOR FORCE PROGRAM ELEVEN

1. Introduction. USSOCOM is charged by legislation and guidance to ensure adequate manning, training, resourcing, modernization, and readiness of all special operations forces (SOF) in support of the National Command Authority and all theater CINCs in pursuit of national objectives around the globe. USSOCOM has both CINC responsibilities as well as program and budget authority for Major Force Program (MFP) 11. This authority or responsibility allows USCINCSOC to program and budget SOF programs, structure, and associated manpower endstrength. USSOCOM has both joint and Service organizations that are required to be resourced through MFP-11. For the OSD staff, the ASD (SO/LIC) provides overall supervision, including policy and resources oversight under reference m.

2. Activities Concerned. MFP-11 activities include US special operations, psychological operations, and civil affairs forces. In addition, it includes USSOCOM, its Service components, assigned joint organizations, and theater CINC Special Operations Commands (SOC). The manpower associated with these MFP-11 activities, which include Service specific and joint positions, are planned, programmed and budgeted by USSOCOM.

3. Statutory Basis. References c and d provide USCINCSOC with the responsibility and authority to validate requirements, determine priorities, prepare, and submit to the Secretary of Defense program recommendations, and budget proposals for all MFP-11 forces.

4. Planning and Programming. USSOCOM MFP-11 funding requests are approved by the Secretary of Defense. Although USSOCOM funded activities do not need to rely on the Services to fund their manpower authorizations, USSOCOM nevertheless coordinates closely with the Services to ensure manpower is planned, programmed, and available for assignment to MFP-11 funded activities. Services will be afforded the opportunity to review and comment on all USSOCOM manpower authorization changes to facilitate preparation of their personnel manning plans, POM, and budget.

5. Cycle and Approving Authority. The Chairman of the Joint Chiefs of Staff is the approving authority for all joint manpower and associated documents.

These manpower documents are coordinated with the Services to determine their ability to support required grades and specialties. USSOCOM considers both joint and Service-specific manpower requests from MFP-11 funded activities and recommends authorized manpower levels to the Secretary of Defense during development of the POM. Theater CINCs inform USSOCOM of unfunded manpower requirements through their Integrated Priority List (IPL). Semiannual manpower changes for other than USSOCOM's JTD can be forwarded at any time for validation by USSOCOM; but, if validated, may not be considered for authorization until POM development, unless the validated requirement is being satisfied using existing MFP-11 resources.

6. USSOCOM Procedures

a. In 1989, the Secretary of Defense granted USCINCSOC programming and budget authority for MFP-11.

b. The following procedures apply to MFP-11 manpower programming and budgeting procedures:

(1) The Secretary of Defense accepts both MFP-11 and the Services' endstrength to the POM, adding them together to determine the total Service endstrength to be forwarded to Congress in the President's Budget. Congress sets new Service endstrength each year, which include MFP-11.

(2) Changes to endstrength and ceilings are normally not permitted after the POM. The Services must budget the endstrength specified in the POM when directed by PDM, PBD, or DMRD. MFP-11 manpower changes not budgeted can be accommodated only via internal MFP-11 tradeoffs, and with compensation in accordance with Service personnel policy.

c. The authority to acquire MFP-11 manpower does not relieve USSOCOM from complying with accepted manpower management principles, objectives, ceilings, and constraints. USSOCOM will coordinate their future MFP-11 manpower requirements with the Services to ensure support of requisite grade and/or skills and to determine Service-specific training and/or personnel requirements for the POM years. Manpower shortfalls stemming from this process will be resolved during the PDM and/or PBD cycles of the budgetary review.

d. In order to meet new or emerging requirements, USSOCOM will make every effort to cross-level and source requirements from internal resources. However, due to the limited number of authorized MFP-11 joint and Service positions, USSOCOM may convert MFP-11 Service positions to MFP-11 joint positions or the reverse.

e. New outyear joint authorizations will be acquired through the MFP-11 POM with the concurrence of the Chairman of the Joint Chiefs of Staff in coordination with the Services.

7. Programming of Theater SOC Manpower

a. Command and funding authority for the SOC's are separate and distinct responsibilities.

(1) Command resides with the theater CINC. The CINC will request manpower funding of theater SOC requirements through the Joint Staff.

(2) Funding authority rests with USSOCOM, who will develop a balanced special operations program that will include adequate and affordable manpower for the SOC's of the theater CINCs.

b. Each theater SOC will submit its manpower requirements to the theater CINC. The theater CINC's IPL will be used to indicate priority for theater SOC manpower.

c. Theater SOC's will submit manpower requirements, along with other requirements, to HQ USSOCOM as prescribed in reference n. During the SPP process, MFP-11 requirements will be prioritized for resourcing.

d. All theater SOC JTDs will be coordinated with HQ, USSOCOM, prior to Joint Staff coordination with the Services.

8. Management Headquarters Ceiling. USSOCOM receives a management headquarters ceiling (separate from the Services' controlled ceiling) directly from the Secretary of Defense. USSOCOM controls and allocates this ceiling for HQ, USSOCOM, and its Service components.

9. Civilian Authorizations. MFP-11 civilian authorizations are Defense agency civilians who are managed to budget and funded directly from USSOCOM. Future Years Defense Plan civilian levels are targets for commanders that may be exceeded with USSOCOM approval only if a validated requirement exists. Although USSOCOM-funded civilians are administered by the respective Service's personnel system, control of the positions rests with USSOCOM.

10. MFP-11 Service Distribution. During the POM and budget development, USSOCOM will coordinate with the Services regarding the total number of joint MFP-11 positions required by Service and position category and the distribution of those positions among various joint MFP-11 activities. The Chairman of the Joint Chiefs of Staff, however, must concur with the activity

distribution of these positions and the theater CINCs, if applicable, must coordinate proposed manpower changes via JTD change to the Joint Staff.

11. Management of MFP-11 Resources. USSOCOM has authority for managing MFP-11 manpower resources. Resources will be aligned, reduced, or programmed, as determined by USCINCSOC and concurred in by ASD (SO/LIC).

ENCLOSURE P

DEFENSE HEALTH PROGRAM MANPOWER

MAJOR FORCE PROGRAM EIGHT

1. Introduction. The Defense Health Program (DHP) provides support for peacetime worldwide medical and dental services to the active forces and other eligible beneficiaries, veterinary services, medical command headquarters, specialized services for the training of medical personnel, and occupational and industrial health care.

a. All of these activities are under the direction and control of the ASD(HA) (reference o).

b. The ASD(HA) works through the Secretaries of the Military Departments to accomplish the Department's medical mission. The Assistant Secretary's responsibilities include:

(1) Developing a unified medical program and budget.

(2) Developing policies that will allow the Department to perform its medical mission effectively.

c. ASD(HA) prepares the DHP POM with input from the Service's medical commands.

d. USD(C) issues overall fiscal guidance in separate memorandums to the Services and Defense agencies.

e. ASD(HA) then transfers Total Obligation Authority to each Service by a separate memorandum explicitly to cover military pay for DHP manpower.

2. Medical Manpower. DHP is funded in Defense-wide operations and maintenance and procurement appropriations for non-tactical medical programs and controls all medical positions and resources that do not directly support combatant units, e.g., medical evacuation and field hospitals.

a. Changes to DHP positions must be approved by ASD(HA).

b. Positions funded through the DHP cannot be used as compensation for position changes within the CINC headquarters.

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c. If a DHP position is deleted from a combatant command's manpower document, the resources associated with it are transferred back to ASD(HA) (not to the Services) for disposition.

d. These positions are identified by "08077XX" as the first five digits of the PEC.

3. Externally Controlled Manpower. The DHP funded, managed, and tracked positions within a combatant command are externally controlled.

ENCLOSURE Q

MANPOWER FUNDED BY THE

TRANSPORTATION WORKING CAPITAL FUND

1. Introduction. The Defense Business Operations Fund (later changed to the Defense Working Capital Fund) was established in October 1991 by the Secretary of Defense under the authority of reference p. It merged into a single fund the former stock and industrial funds and several activities previously funded with direct appropriations. The DWCF financial structure contains four working capital funds (Army WCF, Navy WCF, Air Force WCF, and the Defense-Wide WCF). Its purpose is to improve the delivery of support services to the Department's operating forces while reducing the cost of operations. The DWCF financial structure links cost and performance through total cost visibility and full cost recovery.
2. Activities Concerned. The Transportation Working Capital Fund is aligned as an Activity Group under the Air Force WCF. The TWCF consists of the common-user transportation functions of the following areas: the Military Traffic Management Command, the Military Sealift Command, the Air Mobility Command, the Defense Courier Service, and the USTRANSCOM staff. Major programs supported are port operations, traffic management, sealift, and airlift. Of the areas financed by the TWCF, the USTRANSCOM staff and its direct reporting unit, the DCS, use joint manpower resources.
3. General. The TWCF is a revolving fund using a businesslike buyer-seller approach. Transportation customers establish requirements and are charged, through a rate structure, for the transportation services received. The TWCF uses unit cost accounting to forecast and control costs and monitors monthly plans for key financial indicators such as cash, net operating results, and accounts receivable/payable against actual accounting data. Unlike profit oriented commercial businesses, the TWCF strives to break even in prices charged to customers. Revenue from customers sustains the full cost and the continuous cycle of TWCF business operations.
4. Planning and Programming. USTRANSCOM's TWCF budget submission is submitted to, and approved by, the USD(C). USCINCTRANS (in his fiduciary role) works closely with the Military Departments (in their organize, train, and equip role) to optimize and properly size TWCF manpower levels. USTRANSCOM negotiates closely with the Services to ensure manpower is planned, programmed, and made available for assignment to TWCF activities.

USTRANSCOM reimburses the Military Departments for the cost of TWCF military positions; TWCF civilians are paid directly through the fund. TWCF activities are responsible to manage within Service-directed endstrength and civilian work year ceilings/targets.

5. Joint Manpower Approving Authority. The Chairman of the Joint Chiefs of Staff, with Service coordination, is the approving authority of USTRANSCOM and DCS JMPs.

6. Program Element Codes. USTRANSCOM staff positions funded by the TWCF are in PEC 0408098. DCS TWCF positions are in PEC 0408020.

7. Functional Codes. Functional codes for TWCF positions contain the suffix "T" to annotate TWCF funding.

ENCLOSURE R

ACQUISITION CAREER WORK FORCE

1. Introduction. Reference q provides for special management of a career Acquisition Corps within DOD.
2. Service Secretaries and DOD Component Responsibilities. Service Secretaries will provide education, training, and career development opportunities for members of their acquisition workforce. The heads of the DOD components with significant acquisition responsibility have similar responsibilities in their respective components.
3. Acquisition Career Management Responsibilities. The USD (A&T) is charged by the Secretary of Defense to manage the DOD acquisition force.
 - a. The Service Acquisition Executive is authorized to carry out the powers, functions, and duties of the Service Secretary to manage the acquisition corps within each Service.
 - b. Directors of Acquisition Career Management assist Service Acquisition Executives in these responsibilities.
 - c. Acquisition Career Program Boards run Acquisition Corps Selection Boards and perform the traditional community management functions of accession, training, education, and career development.
4. Joint Manpower Considerations
 - a. Acquisition manpower authorizations are not externally controlled; they are not identified by an exclusive PEC; and they are not funded by another resource provider.
 - b. Changes made to acquisition positions will be submitted through the normal JMP process.
 - c. Services and Defense agencies should coordinate proposed changes to acquisition positions with their respective Directors of Acquisition Career Management.

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ENCLOSURE S
JOINT MANPOWER PROGRAM FUNCTIONS LIST

FUNCTION CODE	FUNCTION TITLE	FUNCTION DEFINITION
A1000	Chairman of the Joint Chiefs of Staff	Principal military advisor to the President, NSC, and SecDef; presides over the JCS
A1050	Vice Chairman of the Joint Chiefs of Staff	Designated successor and principal advisor to CJCS; member of the JCS; chairman of the JROC
A1100	CINC	Serves as CINC of command/theater forces; exercises COCOM over organization and operation of all assigned forces and HQs IAW mobilization and policies established by the SecDef
A1101	CJCS/CINC's Secretary/Flag Writer	Personal secretary to the CJCS/CINC; accomplishes personal, official correspondence requiring CJCS/CINC signature; keeps CJCS/CINC's itinerary; coordinates preparation of final point papers and trip books
A1102	Executive Officer/Flag Secretary	Provides administration, special staff, and personal assistant to CJCS/CINC as required; receives, monitors, and edits messages and correspondence prior to CJCS/CINC approval, signature, and release
A1105	Flag Writer	Assists CINC/DCINC; accomplishes personal, official correspondence requiring CINC/DCINC signature; keeps CINC's/DCINC itinerary; coordinates preparation of final point papers, conference materials, and trip books for the CINC/DCINC
A1107	Aide	Assists Exec in supporting CJCS / CINC / G/FO's daily activities; sets travel requirements and escorts CJCS/CINC on official travel; advises on matters of uniform, ceremonies, and presentations
A1108	Personal Security	Provides personal security support to CJCS/CINC and other VIPs
A1110	Flag Mess	Provides special messing and food preparation services for General/Flag Officers
A1120	General/Flag Officer Communications	Provides General/Flag Officer communications with other headquarters and with command activities while CJCS/CINC is away from headquarters
A1130	General/Flag Officer Admin	Provides administrative services for General/Flag officers
A1150	DCINC	Serves as the designated successor and principal advisor to the CINC and assists him in the performance of his duties.
A1200	DJS/COS	Directs and coordinates the activities of the staff IAW policies and instructions of the CJCS/CINC
A1300	DCOS/VDJS	Directs and coordinates staff activities IAW the CJCS/CINC's policies and instructions
A1400	Commander / Deputy Sub-Unified Command	Serves as commander/deputy of sub-unified activity; oversees accomplishment of assigned mission.

A1500	Special Operations Command	Commands Special Operations Center/Regional Operations Center; supervises directorates responsible for OPLAN/OPORD development, special operations, Joint Task Force operations, and threat assessment; supports special operations exercises
A1600	JTF Command	Commands Joint Task Force operations, supervises fusion center and collections procedures; oversees current operations and joint operations command and control facilities; responsible for C-E and logistical support to joint operations activities.
A2000	Chairman's Representative	Serves as CJCS' representative to various boards to review or maintain treaty compliance.
A2100	CINC/Subordinate Commands Liaison	Provides liaison support to other CINCs and subordinate commands concerning missions, changes to missions, exercises, operations, plans, readiness, status of forces, systems, patrols, equipment, etc.
A2200	Forward HQ Element	Represents CINC in forward deployed area; provides command and control for the Forward Headquarters Element; serves as the US Team leader for bilateral planning teams involved with the development of bilateral contingency plans
A2300	Washington Liaison	Represents CINC and command staff to DOD agencies and other agencies; provides host command staff
A2400	Legislative Liaison	Provides information and advice on legislative matters affecting command requirements and areas of interest; coordinates congressional testimony
A2450	Legislative Database Management	Maintains database of congressionally administered items requiring action; advises CJCS/CINC of items completed, actions taken, and schedule for remaining items
A2500	Liaison	Represents CINC and command staff to other agencies
A3000	Judge Advocate General	Advises CJCS/CINC on legal matters; advises and participates in development of international agreements; supervises Law of War program; provides legal opinion/review on combat exercises, training, disaster relief programs, acquisition matters and treaties.
A3100	Command Surgeon	Advises CINC on medical matters; plans medical support for OPLANs; provides medical guidance to command and components regarding NBC and radiological contamination threats in view of contingency operations, disaster operations, and mobilization exercises
A3200	Chaplain	Provides advice regarding plans and programs for ministry to personnel and alert forces in peacetime and wartime; determines plans, policy, and development for ministry during mobilization, conflict, and hostilities
A4000	Public Affairs	Represents command as spokesperson; plans, directs and implements public affairs activities; prepares commander and key personnel for media sessions and advises CJCS/CINC on public opinion and public affairs program

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A4100	Stars & Stripes	Provides management of Stars & Stripes activities; responsible for the publication, content, and coverage of the Stars & Stripes.
A4200	Protocol	Supports VIP visits; plans and executes CJCS/CINC social functions, agendas, itineraries, policies, and conferences
A4300	History	Prepares and submits command history; provides historical analysis/evaluation; provides liaison with Joint Staff, components, and other unified commands and other military and government organizations
A4400	Inspector General	Plans, schedules, conducts assessments of subordinate joint commands' state of readiness; provides reports and evaluations of studied areas, improvement areas, and follow-up inspections; provides hotline for IG items of fraud, waste, and abuse; audit capability
A4500	General/Flag Officer Matters	Assists CJCS in managing all joint and outside-Service G/FO oversight and billets, including those in OSD, the Joint Staff, Defense agencies, unified and international commands, colleges, and other special activities.
A4600	Safety	Provides command-wide safety policies and procedures; provides oversight to component safety programs
A4700	CJCS/CINCs Staff Group	Performs research and analysis and prepares papers on topics of CINC's interest, including national security strategy matters and the CINC's role in the Joint Strategic Planning System and the Planning, Programming and Budgeting System
A5000	CINC Advisor	Advises CINC/DCINC and senior staff on selected issues
A5100	International Affairs	Provides advice on political impact of command's operations and plans; acts as formal channel to Department of State, diplomatic missions, and other counterparts
A5200	POLAD Support	Provides political and diplomatic advisory support to CINC, DCINC, and senior staff with host nation officials, and US Chiefs of Missions within the command's area of responsibility
A5300	Science & Technical Advisors	Develops, assesses, and coordinates technical feasibility of CJCS/CINC requirements; provides advice on technical developments; focal point for test and evaluation programs
A5310	SIOP Science & Technical Analysis	Provides counsel on science and technology developments and SIOP strategic warplanning issues to the CINC; maintains liaison with DOD, industry, and academia
A5400	Quality	Provides advice on methods for institutionalizing a quality improvement philosophy; recommends quality and productivity improvement strategies to aid and attain goals and objectives established by the CINC
A5500	Senior Enlisted Advisor/Sergeant Major/First Sergeant	Provides advice and staff on health, welfare, morale, and enlisted personnel within the command; keeps leadership apprised of problems and concerns of enlisted personnel

A5600	Reserve Advisor	Advises the CINC on the management of assets, particularly those Reserve assets committed to CINC's OPLANS; advises the CINC on the exercise of authority over reserve forces and issues dealing with mobilization of those forces
A6000	Adjutant General/ HQ Commandant / Director of Management	Coordinates base support functions for HQ activity with the installation host; responsible for admin support, operating budget support, supply account, facility maintenance and management, fleet management, and housing requirements
A6100	Administration	Provides administrative support to chief and all branches within organization; maintains document and suspense control system; prepares documentation and correspondence
A6110	Office Support Systems	Provide administrative and logistic support to include: graphic arts, a/v support, office equipment management, reprographics, printing, and distribution, forms, and publications management
A6120	Distribution	Manages command internal distribution and postal processes; monitors the classified destruction facility; provides central pubs management
A6130	Editors	Review and edit all correspondence and documents produced by staff members to ensure correctness, compliance with correspondence requirements, and unity of style
A6140	Declassification Management	Single point of contact to manage the declassification/ document management program for the command
A6150	Freedom of Information (FOIA)	Single point of contact for all requests for information; reviews, researches, and distributes action items to the appropriate office for response, coordinates replies among several areas, and documents compliance with the law
A6160	Interpreter & Translator	Provides interpreter skills for deployed force commander so as to convey correct communications, correspondence, and legal precedence
A6170	Office Supplies	Provide a central ordering, storage, inventory and accounting process to provide office supplies necessary to accomplish the mission of the command
A6180	Office Facility Support	Responsible for contract administration and facilities management of all command spaces, including space allocation
A6200	Travel and Visa	Monitors travel and visa requirements; monitors theater clearance issues; maintains passports and visas for personnel traveling throughout the AOR
A6250	Travel Orders & Claims	Process all travel requests, produce official orders for approved travel; review individual travel claims for accuracy; account for command travel funds expended
A6500	Provost Marshall	Supervises internal security efforts; monitors military customs issues; manages facility and physical, personnel, industrial, and information security programs; develops base defense plans; and develops POW management plans

A7000	Dir/Deputy - Manpower & Personnel	Directs manpower and personnel activities for the command; manages all manpower and personnel policies supporting wartime and contingency requirements for operational and mobility utilization
A7001	Manpower & Personnel Secretary/Admin NCO	Manages manpower and organization requirements; prepares MRCs, maintains the JMP; prepares manpower issues for the PPBS; prepares command organization and functions and documents; and performs organizational alignments in support of new and changing missions and workloads
A7002	Executive Support - Manpower and Personnel	Provides administrative, special staff, and personnel assistance to the director as required; receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
A7005	Administration / MILSEC - Manpower & Personnel	Provides administrative support to chief and all branches within organization; maintains document and suspense control system; prepares documentation and correspondence
A7100	Manpower & Organization	Manages manpower and organization requirements; prepares MRCs, maintains JMP; prepares manpower issues for PPBS; prepares command organization and functions documents; and performs organizational alignments in support of new and changing missions and workloads
A7120	Joint Officer Management	Administer the Joint Data and Management Information System and produce joint officer management reports, including portions of SecDef's Annual Report to Congress, process all joint officer tour length waivers, and provide input on matters affecting JPME
A7170	International Manpower	Provides and accounts for all manpower assigned to NATO and specified international organizations
A7500	Personnel Management	Provides personnel, manpower, organization, and administrative management for the unit; performs general internal administrative functions for the command
A7520	Plans and Readiness	Coordinates manpower and personnel requirements as part of the exercise planning process; coordinates structure and sourcing of augmentation requirements; participates on battle staff; oversees manpower utilization
A7550	Joint Personnel Asset Visibility (JPAV)	Manages the JPAV database for each Service member in AOR. Database is used to make Theater decisions on operations tempo and deployment options
A7600	Personnel Readiness	Develops CJCS policies, plans, and guidance on a broad range of issues affecting all military personnel; and advises on career guidelines for joint specialty officers, JPME, and types of duty assignments
A7650	Personnel Services	Coordinates with Service personnel centers; processes personnel assignment actions, awards and decorations, promotions, personnel evaluations, and service school boards; and performs orderly room functions

A7700	Personnel Programs	Manages personnel programs (special actions, retirements and separations, social actions, physical fitness, education, MWR, etc.); monitors quality of life of forces in assigned Area of Responsibility; coordinates with foreign service counterparts
A7710	Army Personnel Branch	Provides personnel services to assigned Army personnel
A7720	Navy Personnel Branch	Provides personnel services to assigned Navy personnel
A7730	Marine Corps Personnel Branch	Provides personnel services to assigned Marine Corps personnel
A7740	Air Force Personnel Branch	Provides personnel services to assigned Air Force personnel
A7750	Reserve Affairs	Primary Reserve component liaison; provides personnel services to reservists; advises command on utilization of Reserve component capabilities; advises CINC regarding Reserve component/personnel matters; and coordinates mobilization of reservists on the JTMD
A7800	Civilian Personnel	Processes all civilian personnel actions (US and HN); coordinates civilian personnel policies with OSD, CJCS, host nation, host service; processes civilian payroll; and reviews civilian timecards
A8000	Director/Deputy, Programs	Develops and maintains PPBS process within the command; identifies programming requirements and shortfalls and communicates the results to OSD, CJCS, and Congress
A8001	Secretary/Admin NCO - Programs	Provides administrative support to the Chief of Staff as well as administrative services of all kinds to the entire directorate, division, or branch
A8002	Executive Support - Programs	Provides administrative, special staff, and personnel assistance to director, as required; receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
A8005	Administration / MILSEC - Programs	Provides administrative support to chief and all branches within the organization; maintains document and suspense control system; prepares documentation and correspondence
A8150	JROC/JWCA	Conducts assessments of major system acquisition programs for DAB and JROC; oversees Joint Warfighting Capabilities Assessment process; assesses proposed changes to DOD acquisition policy, and represents joint interests in the PPBS and acquisition management
A8170	Program Management	Coordinates/develops operational requirements definition and refinement, systems integration, and procedures and policy for development and acquisition of directed programs
A8200	PPBS	Reviews each Service's POM and reports to CJCS/OSD to the degree that they satisfied the command's requirements; develops Major Force Program POM for Services and Defense agencies

A8210	Requirements	Establishes command requirements through centralized development of CINC IPL, program requirements, and interaction with Services and Defense agencies for POM development
A8230	Program Assessment	Provides objective assessments of strike mission area capabilities in order to shape and provide for the force of the future; identifies imbalances and recommends suitable, feasible, and acceptable solutions
A8240	Analysis Staff	Provides operational and cost analysis for CINC, DCINC, and other staff agencies in support of operational planning, training effectiveness, and development and testing of joint tactics, techniques, and procedures
A8250	Program Control	Develops, coordinates, and maintains integrated system of financial management governing program
A8300	Programs and Budget	Manages the command PPBS efforts; develops and coordinates formal budget submissions; compiles CINC's IPL; and submits command inputs to the DOD Defense Guidance
A8310	Budget	Prepares budget and monitors execution, provides budget management process, reviews operating budget, and develops budget guidance
A8320	Payroll	Ensures payroll accounting is accomplished in conformance to budget and workyears allocated
A8330	Travel Pay	Ensures travel pay is administered and accounted for properly
A8350	Defense Transportation Working Capital Fund (TWCF)	Acts as command focal point TWCF policies and procedures; reviews, analyzes, and submits component reports required under TWCF
A8400	Comptroller / Financial Management	Advises commander and staff on financial management issues; responsible for budget estimates, policy, and guidance on control and use of financial resources; and administers command-wide appropriations reimbursement programs
B1000	Director/Deputy - Operations	Plans, organizes, coordinates, directs, and controls joint and combined military operations at the direction of the CINC; directs operations staff functions and manages joint operations, activities, and exercises
B1001	Secretary/Admin NCO - Operations	Provides administrative support to the chief, as well as administrative services of all kinds to the entire directorate, division, or branch
B1002	Executive Support - Operations	Provides administrative, special staff, and personnel assistance to the director, as required; receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
B1005	Administration / MILSEC - Operations	Provides administrative support to the chief and all branches within organization; maintains document and suspense control system; prepares documentation and correspondence
B1010	Operations Support	Maintains the directorate supply and equipment account; maintains command center facility, maps, and communication equipment; and tracks internal directorate training requirements

B1020	Programs & Training	Monitors C2 training program
B1030	Counterdrug	Manages DOD counterdrug ops; provides oversight for JTF/JTIF counterdrug operations; and integrates command, control, communications and Intelligence between DOD and law enforcement agencies
B1100	JTF Operations	Determines operational requirements for the Joint Task Force and reports them to command and CJCS upon direction and supervises current operations and the Joint Operations Command and Control facility
B2000	Current Operations	Serves on the Battle Staff/Crisis Action Team; develops tailored force packages; directs the formulation of crisis action contingency plans; monitors JTF training; and conceives, plans, and coordinates portions of OPLANS/OPORDS
B2290	Force Scheduling & Readiness	Monitors readiness of forces; prepares CINC readiness inputs to SecDef and acts as the Status of Readiness Tracking System (SORTS) Office of Primary Responsibility
B2300	Readiness & Capabilities	Monitors the readiness and planned force capability of subordinate forces
B2310	Air (Aerospace)	Directs and controls the employment of air (aerospace) assets; provides guidance and monitors air operations; and specializes in employment tactics for offensive and defensive operations
B2320	Ground	Directs and controls the employment of ground assets; provides guidance and monitors ground operations; and specializes in employment tactics for offensive and defensive operations
B2330	Naval	Directs and controls the employment of naval assets; provides guidance and monitors naval operations; and specializes in employment tactics for offensive and defensive operations
B2340	Oceanography	Performs oceanography studies and provides information to higher headquarters concerning the results of studies performed by components developing oceanographic surveillance and chartings
B2350	Anti-Submarine Warfare	Prepares submarine and ASW plans; analyzes and advises on submarine and ASW techniques, strategies, and exercises
B2360	Regional Operations	Executes contingency and time-sensitive crisis responses; tasks and monitors deployments; and performs near-term planning
B2370	Missile	Directs and controls integration of all operational issues impacting missiles, provides guidance, and monitors missile operations
B2380	Space Operations	Serve as the focal point concerning current space operations and procedures, maintains cognizance over all space systems, and coordinates on the development of operational requirements and considerations for space systems

B2390	Nuclear Operations	Coordinates in the development of nuclear weapons employment policy and planning guidance, safeguards the SIOP and related documents, provides SIOP advice, and acts on matters concerning nuclear command and control systems
B2400	Special Operations	Monitors special operations; develops special operations plans; and advises CINC on special operations issues
B2410	Civil Affairs & Psychological Operations	Prepares civil affairs/psychological plans
B2420	Combating Terrorism	Develops plans and policies and implements programs in coordination with component commands, subunified commands and other subordinate joint commands / agencies / organizations on all aspects of antiterrorism
B2430	Environmental	Plans and coordinates atmospheric, oceanic, space, and environmental impacts on command, systems development, employment concepts, and plans; and provides weather forecasting within the AOR; provides meteorological support to JTFs
B2440	Nuclear, Biological, & Chemical Warfare	Maintains oversight of nuclear, biological, and chemical issues in the command and theater; provides for nuclear surety, electronic warfare, and weapons system safety
B2500	Strategic Deployment	Prepares transportation requirements based on deployment priorities; and develops, maintains, and analyzes Time Phased Force Deployment Documents for deliberate plans, exercises, crisis actions and Joint Operation Planning System procedures
B2600	Antiterrorism & Physical Security	Develops plans and policies and implements programs in coordination with component commands, subunified commands and other subordinate joint commands / agencies / organizations on all aspects of antiterrorism
B3000	Command Center	Maintains a 24-hour command center, advises on command and control issues, maintains combatant command over assigned assets, maintains 24-hour watch teams, develops procedures, and training for use in the command center
B3001	Secretary/Admin NCO - Command Center	Provides administrative support to the chief as well as administrative services of all kinds to the entire directorate, division, or branch
B3020	Presidential Communications	Operates and executes secure presidential hotline communications, when required
B3030	Presentations	Provides operations briefing capabilities and support; and operates, troubleshoots, repairs audiovisual systems
B3050	Systems Management	Manages, develops, implements, and complies with configuration management (CM) policies, standards, and procedures; and maintains data bases depicting force availabilities and ensures currency and adequacy
B3100	Watch Teams - Operations	Maintains up-to-date information of the status of assigned forces; and accomplishes all directed actions necessary to implement policies and decisions of the CINC and higher headquarters to execute emergency plans

B3130	Special Ops Teams/Crews	Maintains up-to-date information on the status of assigned forces; accomplishes all directed actions necessary to implement policies and decisions of the CINC and higher headquarters to execute emergency plans, including: controller, logistics, intelligence, C-E
B3150	Combat Support Team	Provides coordination between the Republic of Korea and higher headquarters; and assists with US combat support and combat service support for Army aviation, intelligence, ADA, fire support, logistics, and communications
B3200	Plans	Prepares and reviews annexes and appendices to plans, exercises staff responsibility for the assignment of forces to plans, and develops OPODs
B3240	SIOP Theater Planning, & Emergency Procedures	Supervises development for theater nuclear planning to incorporate theater targeting objectives, attack options, and integration of weapon systems against enemies of US and/or allied forces
B3250	Current Plans	Serves on the battle staff/crisis action team/special action team/response cell as Deputy Team Chief and executes contingency and time-sensitive crisis response
B3300	Airborne and Mobile Command Posts	Ensures full command and control capability through alternate means is maintained in the event of national disaster or contingency operation to assume control of assigned forces performing SIOP and other operational missions
B3310	Emergency Actions Procedures	Manages and directs command and control programs providing Emergency Action Procedures (EAP) guidance to planning cells, staff agencies, component commands and Task Forces
B3320	Positive Control Procedures	Develops and manages policy for control, distribution, and use of all Positive Control material Sealed Authentication Systems and unlock codes
B3330	Missile Control Procedures	Provides nuclear surety launch control code material to the nuclear ICBM force; and develops and manages policy and procedures for the control, handling, and disposition of ICBM code material and code materials
B3340	SIOP Command & Control	Develops and manages policy for SIOP control, distribution, and use of all positive control materials and emergency procedures
B3400	Cheyenne Mountain Command Center	Responsible for the execution and/or support of NORAD and USSPACECOM missions in the areas of aerospace warning, aerospace control, space control, and theater ballistic missile warning--reports directly to CINC
B3450	TACAMO	Controls operations, patrolling, routing, and management of SSBNs in designated regions; and controls operations of "Take Charge and Move Out (TACAMO)" ground alert aircraft
B3500	Component Support	Support from Air and Naval components
B3600	Command & Control	Manages and directs all functions pertaining to command and control of SIOP specified resources and personnel; and advises J3/J4 and CINC on issues dealing with positive control of assigned forces

B3650	GCCS Operations	Operates the (GCCS) console functions
B3700	Command Center Training	Provides for the operation of the Combat Operations Center during normal operation, crisis situations, exercises, and briefings; and conducts training in Center operation for HQs staff, crisis action teams (CAT), the battle staff, and Command Center Watch Teams
B4000	Director/Deputy - Logistics	Directs logistics staff functions and directs, monitors, coordinates, and plans for the acquisition storage, movement, distribution, maintenance, evacuation, and disposition of material in support of theater and exercise operations
B4001	Secretary/Admin NCO - Logistics	Provides administrative support to the chief, as well as administrative services of all kinds to the entire directorate, division, or branch
B4002	Executive Support - Logistics	Provides administrative, special staff, and personnel assistance to the director, as required; and receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
B4005	Administration / MILSEC - Logistics	Provides administrative support to chief and all branches within the organization, maintains document and suspense control system, and prepares documentation and correspondence
B4100	Mobility	Develops transportation plans; coordinates exercise and contingency planning for mobility requirements, operates joint movement center during contingencies and exercises, and validates unified command airlift/sealift special missions and joint exercises
B4110	Mobility Programs	Plans, coordinates, and oversees air, sea, and surface transportation staff operations within the defense transportation system
B4120	Mobility Systems Development	Defines, develops, reviews, and analyzes functional user requirements of major DOD transportation-related systems and systems interfaces and participates in system test and performance evaluation
B4130	Mobility Analysis	Analyzes/evaluates strategic mobility systems, programs, and requirements; analyzes lift and movement requirements in DOD scenarios and plans; and the civil sector industrial base relative to transportation
B4200	Logistics Operations	Identifies and evaluates transportation, mobility, and logistics procedures during force deployment and sustainment and manages intra/intertheater transportation requirements
B4210	Fuel/Petroleum	Compiles and reconciles bulk petroleum reports, evaluates fuel resupply and distribution patterns and requirements, initiates and monitors fuel storage requirements for command and theater, and examines sustainability parameters
B4220	Contracting	Arranges for and oversees contracting for services and supplies and provides guidance to the command on consolidated contracting
B4230	Munitions	Compiles and reconciles bulk munitions reports, evaluates munitions resupply and distribution patterns and requirements, and initiates and monitors munitions storage requirements

B4240	Logistics Maintenance	Provides input for maintenance and repair parts/spares supply to operations, concepts, exercise plans, directives, and orders
B4250	Logistics Country Teams	Coordinates and monitors country-specific issues and maintains liaison with subordinate units and component commands to coordinate country specific issues
B4260	International Logistics	Interprets and implements DOD and joint policy concerning logistics matters involving allied and friendly regional nations, assesses the logistical impacts of UN peacekeeping operations/international logistics policies, and manages the NATO infrastructure program
B4270	Logistics Plans & Programs	Accomplishes mobility planning, coordinates host nation support, participates in exercise planning, builds logistics portion of the force packages, and ensures the Service's POM and budget contain command logistical requirements
B4280	Logistics Readiness & Requirements	Conducts analyses, studies, and examinations to identify logistics problems areas, weapons systems readiness and refueling requirements, logistical infrastructure issues, and cargo and passenger needs, and recommends logistics/technological improvements
B4300	Logistics Readiness Center	Manages current logistical operations, responds to crisis actions of the battle staff, and manages logistics actions during national emergencies, heightened international tensions, exercises, and extraordinary situations requiring intensive logistical management
B4320	Logistics Automation	Monitors use of logistics systems and operates and instructs on the use of GCCS and JOPES
B4350	Operations Support Airlift (OSA)	Responsible for the command, control, and oversight of the OSA Center, to include responsive scheduling of CONUS OSA aircraft and providing operational control of aircraft while flying airlift missions and managing the CONUS OSA flying hour program
B4370	OSA - Requirements & Analysis	Receives, processes, and disseminates CONUS OSA requests; plans, schedules, and tasks CONUS OSA missions and aircraft; supervises the execution of OSA tasked missions; compiles and analyzes data
B4500	Engineering	Manages MILCON and facility maintenance, develops OPLAN engineering requirements, manages theater environmental issues, provides engineering support to JTFs, and manages the maneuver damage control program
B4600	Joint Mortuary Affairs Office	Plans and executes joint Service responsibility for the recovery, identification, evacuation, and/or burial of all deceased personnel and personal effects in US-controlled areas
B4650	POW/MIA Affairs	Provides oversight and liaison for POW/MIA affairs

B4700	Medical Readiness	Maintains oversight of all matters pertaining to joint medical readiness, sustainability, planning, and medical military and industrial base matters; serves on the TRICARE Readiness Committee; and coordinates broad medical issues with OSD, CINCs and the Services
B4710	Medical Operations	Supervises crisis action medical operations, conducts the joint blood program, and develops medical annexes to plans
B4720	Joint Medical Regulating Office	Coordinates the flow of patients from theater medical facilities to CONUS facilities, provides regulatory control of intratheater patient movement as required to ensure optimum utilization capacity within the theater, and assists the Security Assistance Office.
B4730	Forward Deployable Medical Unit	Provides medical emergency care for patients in forward deployable areas during contingency operations and/or training mobilization periods
B4740	Medical Services	Provides normal medical care for patients in AOR
B4800	Transportation	Provides oversight for transportation plans, operations, personal property, customs, and non-tactical vehicle support
B4810	Transportation Policy	Develops transportation/traffic management policy, procedures and guidance necessary for effective and efficient worldwide delivery of cargo, passengers, and personal property within the Defense Transportation System
B4820	Transportation Plans & Programs	Identifies, evaluates and integrates Defense transportation policies, concepts, and guidance to ensure efficient, effective, and integrated transportation from origin to destination
B4830	Containerization	Develops and monitors DOD operational container policy and procedures and joint tactics and techniques related to the movement of containerized equipment, cargo, and munitions in support of DOD operations and maintains oversight of JLOTS program
B4840	Transportation Management Integration	Serves as the DOD Defense Transportation Electronic Data Interchange program manager and Electronic Commerce/EDI focal point for DOD and industry, and assists DOD agencies and component commanders with funding, integration of systems, and standardization
B4850	Host-Nation Support	Negotiates, arranges, and monitors the use of host-nation support in lieu of in-house support capabilities
B4860	Customs	Oversees customs programs
B4900	Defense Courier Service Management & Administration	Responsible for the safe and secure transport, storage, handling, and accounting of material in the custody of DCS
B4950	Courier	Provides secures and accountable custody of specified material until it is delivered and accepted by the appropriate receivers
B4960	Material Handler	Responsible for cargo loading of material under DCS control

B5000	Director/Deputy, Plans	Develops command military strategies, force structure, and warfighting assessments to support national security objectives for the command and coordinates/supervises formulation of strategic operational and contingency plans for command
B5001	Secretary/Admin NCO - Plans	Provides administrative support to the chief, as well as administrative services of all kinds to the entire directorate, division, or branch
B5002	Executive Support - Plans	Provides administrative, special staff, and personnel assistance to the director, as required; and receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
B5005	Administration / MILSEC - Plans	Provides administrative support to the chief and all branches within the organization, maintains the document and suspense control system, and prepares documentation and correspondence
B5010	Joint Reconnaissance	Manages deployment of assigned reconnaissance forces; coordinates reconnaissance and sensitive operations with other US and allied forces; manages reconnaissance operations and assets
B5020	Force Assessments	Evaluates the SIOP through consequences of execution, analyses, and wargaming and to conduct special studies to evaluate the effects of modifying SIOP forces, targets or employment guidance
B5030	Joint Operation and Planning System	Manages the command portion of JOPES files, develops/conducts JOPES training requirements, and develops the command portion the TPFDD
B5040	Contingency Plans	Develops, coordinates, distributes, reviews, and maintains Operations Plans and Contingency Plans in support of theater requirements or other unified commands
B5050	Information Warfare, Special Activities & Technical Operations	Develops plans in support of special technical operations programs
B5060	Special Plans	Develops, reviews, and maintains special compartmented plans; maintains noncombatant evacuation operation plans; provides advice to Department of State on regional issues; and conducts regional surveys in support of the Department of State
B5070	Cruise Missile	Develops, coordinates, and reviews plans and policy dealing with cruise missiles
B5080	Air Ops Officer	Airborne Early Warning (AEW) and Interceptor DandM Planning Officer; participates in the crisis action and deliberate planning process and monitors the execution; coordinates and schedules AEW and interceptor assets in support of JIATF East mission
B5090	Ballistic Missile Defense	Develops joint doctrine and CONOPS for ballistic missile defense; and develops, coordinates, and reviews plans and policy dealing with strategic ballistic missile defense

B5100	Treaties / Negotiations	Monitors compliance with treaties, conducts negotiations, and prepares briefing papers outlining the US position in negotiations
B5110	Military to Military Contacts	Monitors US participation in military to military contact program
B5120	Politico-Military Issues	Produces theater/country politico-military assessments, monitors and analyzes current events, reviews plans for political adequacy and suitability, and develops the command position on politico-military issues
B5130	Security Assistance	Plans and conducts SAO training, provides liaison with country SAOs and the DSAA, and develops the theater security assistance assessment
B5140	In-Country Security Assistance (SA) and Office of Defense Cooperation	Supports in-country SA and ODC; conducts SA activities in support of host nation defense activity needs; conducts cooperation activities in support of rationalization, standardization, interoperability, and other defense cooperation measures
B5150	Strategic/Regional Plans	Develops, reviews, refines CINC's portion of the JSCP; and manages plans for domestic disaster relief and politico-military issues
B5160	Strategy & Policy	Develops regional strategy, prepares the US position on issues having national and regional security implications, reviews joint doctrine, and assesses employment policy and guidance for nuclear and non-nuclear forces as it relates to mission area operations
B5170	Strategic Targeting	Prepares and maintains a National Target List of targets selected for attack in a nuclear war and a Single Integrated Operational Plan for attacking those targets
B5200	Wargaming	Manages and directs the planning, coordination and implementation of exercises/wargames, monitors and reviews all CJCS exercises to determine command participation, and attends planning and scenario development conferences
B5300	Exercises	Directs long-range exercise scheduling and coordinates joint and combined exercises with staff
B5400	Standardization & Evaluation	Performs standardization/evaluation reviews of crew procedures and practices as a means of detecting deficiencies in crew efforts and to improve overall performance of members and improves procedures and practices to attain highest order of crew performance
B5410	Plans and Programs	Develops Special Operations OPLANS and CONPLANS, provides Special Operations inputs to CINC plans, and serves as command focal point for special operations PPBS issues
B5420	Force Management	Provides support to J3/J4 for integration and operational issues of all assigned forces on force readiness, resources, and war reserves necessary to meet SIOP and Emergency War Order support rqmts and maintains status of generated forces, alert grades, and incidents
B5430	Contingency Plans	Develops, coordinates, distributes, reviews, and maintains OPLANS and CONPLANS in support of theater requirements or other unified commands

B5440	Force Planning	Prepares strategic, theater, and defensive force structures and alternatives for use in military plans to support US national strategy; recommends force apportionment; and conducts related studies, models, and exercises for use in JSPS and PPBS
B8000	Acquisition	Provides oversight over all contract policy advocacy with the command and monitors the activities of component commands and resolves issues among them; reviews, evaluates, and provides guidance concerning contracting policies; and accomplishes total SOF acquisition
B8100	Requirements and Prototype	Collects, documents, monitors, defines, integrates, and manages the lifecycle of the program; and identifies and clarifies requirements validation and prioritization, requirements analysis, prototype analysis, design, documentation, and configuration
B8400	Advanced Concept Technology Development (ACTD)	Accomplishes Advanced Concept Technology Development
B8500	Operational Test and Evaluation	Oversees and assesses operational test and evaluation of Special Operations peculiar systems
B8700	Combat Capability Assessment	Evaluates the effects of manpower policy and program issues on joint warfighting capability; analyzes projected readiness, sustainability, modernization, and force structure; and conducts assessments of the combat support agencies' ability to support the war fighter
B8800	Poll-Mil Wargaming & Analysis	Analyzes and forecasts the effects of potential military initiatives on foreign governments and the probabilities of potential responses
B9000	JCCWC Front Office	Provides general oversight and guidance for CINC support, studies, coordination, and dissemination of lessons learned
B9050	JCCWC CINC Support	Provides tactical support to the CINCs regarding specified areas for research and improved response
B9070	JCCWC Ops Support	Provides operational support for specified issues requiring technical expertise and coordination among the Armed Forces
B9500	JSC Front Office	Provides oversight and guidance for all activities with respect to electromagnetic compatibility and analysis
B9510	JSC Management	Responsible for management of Joint Spectrum Center operations and research
B9520	JSC Engineer	Plans and coordinates Joint Spectrum Center studies and analyses in support of joint warfare capabilities
C1000	Director/Deputy - C4	Develops C-E and ADP policies, plans, budgets, and programs for the command; supervises the development, acquisition, and operation of C3I systems/facilities for the command
C1001	Administrative Support - C4	Acts as administrative assistant to Division Chief, formulates and implements internal administrative policies, provides distribution and logistic support, and provides mail/distribution support

C1002	Executive Support - C4	Provides administrative, special staff, and personnel assistance to the director, as required; and receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
C1005	Administration / MILSEC - C4	Provides administrative support to chief and all branches within the organization; maintains the document and suspense control system; and prepares documentation and correspondence
C1080	Global Command Control System	Ensures 24-hour operation of GCCS and that emergency and preventive maintenance is accomplished to support command/theater operations
C1100	JCSE Command	Commands the Joint Computer Systems Support Element; provides support for monitoring and controlling command ADP program; formulates policies, concepts, software, and guidance to ensure efficient operation of command ADP equipment
C1130	Squadrons and Companies	Provides communications support for a Joint Task Force headquarters or to other contingency locations
C1140	JSCE HQ and Support Squadron	Coordinates base support, oversees all admin support, develops the operating budget, performs orderly room functions, and maintains the supply account
C1180	Process Reengineering	Plans and conducts business process reengineering studies, systems engineering studies, and data administration efforts for supported joint activities or assigned functional areas
C1200	JCSE Battalion Command	Commands the battalion-sized Joint Communications Support Element unit with operational, communications support detachment and HQs unit assigned; and provides rapid deployment communications, as required by the Joint Staff, in support of Special Operations, low intensity warfare and operations other than war
C1300	JSCE Personnel & Administration	Directs and coordinates overall administrative, personnel, civilian personnel, and finance functions for the JCSE during garrison and field conditions
C2000	Plans & Policy	Produces plans and policy for Command, Control, Communications, and Computers standards and interoperability, provides integration and architecture guidance to command and component commands, and controls C4I simulations and wargaming model development
C2100	Communications- Electronics (C-E) Plans	Plans, coordinates, and prepares Communications-Electronics plans to support command operations, contingencies, and operations; and assumes C4 planning/ coordination responsibilities as the deployed J-6 representative during disaster exercises
C2200	C4I Information Warfare Defensive Engineering	Supports security engineering and integration requirements for command C4I systems; develops security inputs for C4I technical architecture; and protects C4I systems against I-W attack through design of firewalls, intrusion/detection systems, etc.
C2210	Information Warfare Defensive Ops	Develops Information Warfare Defense policy and procedures for the command and conducts continual evaluations of command's C4I systems through penetration attempts and incident response teams

C2300	C4 Plans & Programs	Coordinates development of Command, Control, Communications, and Computers POM issues; and plans and programs for telecom, voice, switch circuits in support of command C4 requirements
C2350	Counterdrug C4 Plans	Plans, programs, engineers, and employs C3 systems to support the counterdrug mission and functions as a J-6 Battle Staff member
C3000	Communications Operations	Provides for all communications matters relating to crisis planning and real world contingency support and coordinates with CJCS and other unified commands concerning adequacy and responsiveness of theater communications resources
C3100	Operations Division	Provides planning and execution of real-world contingency operations, to include development of airlift plans and schedules
C3200	Tactical C4 & Radar Systems	Manages command/theater tactical and radar systems
C3250	Communications Support	Manages 24-hour communications center operation and operates fixed and mobile radio networks
C3260	Warning and Detection Systems	Designs, develops, integrates, verifies, and tests command center warning and detection systems; and provides real-time missile, space systems, and nuclear detonation detection information gathering capability for command center and higher headquarters use
C3270	Tactical Systems	Supervises joint C-E exercises within the command; coordinates C-E exercise plans/annexes in support of OPLANS/OPORDs
C3280	Strategic Systems	Plans, manages, and supervises command/theater strategic C-E systems
C3290	Technical Services Support	Evaluates GCCS performance, coordinates the ADP training program, submits ADP POM submissions, and provides ADP acquisition services
C3300	Tactical Communication	Supervises joint communication-electronics exercises, develops C-E annexes for plans and exercises, and coordinates C-E activities with staff/theater representatives
C3310	Frequency Management	Manages and controls usage of radio frequency resources and assigns host-nation frequency clearances to deployed forces
C3320	Exercise Communications	Designs Sattelite Communications systems for theater support, is responsible for operational management of command/theater portion of SATCOM assets, develops SATCOM requirements, apportions SATCOM allocations, and manages the Military SATCOM program
C3400	Satellite Communications	Designs SATCOM system for theater support, is responsible for operational management of command/theater portion of SATCOM assets, develops SATCOM requirements, apportions SATCOM allocations, and manages the MILSATCOM program
C3410	Communications-Electronics	Establishes task forces communications requirements necessary for worldwide communications in support of the Joint Staff, command forces, Services, and other CINCs; and operates and maintains C-E functions

C3420	C4I Technical Control	Establishes and maintains 24-hour indications and warnings watch; maintains communications-electronics interface with Unified Command and other related task forces in support of intelligence and operations reporting requirements
C3430	Special Operations C-E	Establishes Special Operations communications requirements necessary for worldwide communications in support of the Joint Staff, command forces, Services, and other CINCs; and operates and maintains communications-electronic functions
C3500	Project Implementation	Designs, develops and manages enhancement and upgrade projects in support of computer systems
C4000	Operations & Maintenance	Operates computer systems, provides systems software maintenance support, provides hardware and software configuration management, and operates the communications center
C4100	Engineering	Engineers circuits, systems, and networks to support command operations; and is responsible for planning for deployed communications centers
C4110	Computer Systems Engineering	Conducts infrastructure engineering, configuration control, and modernization
C4150	Programs Management Division	Provides technical engineering, logistic, and acquisition capability
C4200	Systems Integration & Modernization	Designs, develops, and tests systems upgrades; administers C4 special access programs; assigns and manages C4 projects; and ensures equipment acquisition supports the C4I Master Plan and is interpretable/integrated
C4300	Architectures	Reviews and evaluates C4I systems concepts, objectives, and requirements to identify potential impacts on existing architecture and areas of potential application of emerging technologies; and develops the command's C4I Master Plan
C4400	Intelligence Interface	Designs, develops, implements, operates, and maintains approved communications and computer systems supporting intelligence information processing and production
C4500	Computer Systems Management	Performs systems management of all command computer systems supporting war planning and command and control missions; provides financial management by preparing requirements and identifying funding sources; and manages hardware operation and software development
C4510	Command Center Systems	Designs, develops, maintains, and operates computer hardware and tests the software supporting command's command center automated data processing system, graphics displays, and sub-systems
C4520	Force Control Systems	Designs, develops, maintains, and operates computer hardware and tests the software supporting command's command and control network systems, linking its forces, data processing systems, alternate command posts, and the National Command Authority

C4530	War Planning Systems	Provides war planning communication-computer systems support; designs, develops, and maintains computer programs to support SIOP target development, force application, plan deconfliction, plan production and plan analysis requirements
C4540	Information Systems	Develops systems policies, acts as command/theater GCCS ADP manager, and provides technical oversight for emerging theater systems
C4550	Tactical Networks	Assists in development of C3 annexes for CINC CJTF OPLANs and OPORDs, as required; prepares and maintains precoordinated, preengineered Telecommunications Service Request data
C4560	Office Automation System Support	Provides systems administration, local area network, and software management and personal computer support
C4570	Automation Network Program Manager	Provides systems administration, LAN, and software management and PC support
C4580	Information Systems Manager	Develops systems policies, acts as command/theater GCCS ADP manager, and provides technical oversight for emerging theater systems
C4600	Communications Security	Ensures Communications Security (COMSEC) interoperability, supervises distribution of COMSEC materials within the command, and promulgates and manages command/theater COMSEC policy and procedures
C4650	C4I Systems Security	Manages command COMSEC, COMPUSEC, and personnel security programs
C4700	Communications Maintenance	Provides communications maintenance and repair capability to command/theater functions
C4800	Systems Support	Provides configuration management of software, documentation and baseline data for the program, and develops and maintains the test and evaluation master plan and operational test and evaluation results
C4810	C4I Systems Support	Provides systems administration, LAN, and software management and PC support
C4820	Software Engineering	Designs and develops software, databases, and external surfaces of programs
C6100	Software Development	Provides software life cycle management for designated systems, provides technical evaluation of systems requirements and alternatives, and recommends solutions to identified shortfalls
C6110	Software Production Management	Provides support for monitoring and controlling the command ADP program; and formulates policies, concepts, and guidance to ensure efficient operation of command ADP equipment
C6120	Intelligence Software Production	Designs and develops software, databases, and external surfaces of programs supporting intelligence
C6130	Software Integration	Designs and develops software to interface different computer systems

C6140	HQ Unique Software Support	Designs, develops, and manages enhancement and upgrade projects in support of HQ-unique systems
C6150	Software Testing and Evaluation	Tests and evaluates software designed to support multiple functions
C6300	Database Systems Management	Provides database administration, design, access, and analysis support
C7000	Training and Education	Conducts computer and IW-D training for the command
C8000	Requirements and Resources	Participates in the development and acquisition of communications systems in support of command requirements, prepares operational requirements documents for C4 systems, and provides C4 guidance to components to ensure interoperability of systems
C8100	Resources	Participates in the development and acquisition of communications systems in support of task force requirements, ensures total resource requirements for task force are submitted to command J-8 for inclusion within PPBS projections, and develops/executes the budget
C8150	Interoperability	Provides liaison between components and the CINC staff, develops and validates C4 requirements, remains cognizant of Service C4 plans, and monitors and negotiates MOAs/MOUs for Service support
C8200	Information Management Operations	Provides oversight for C4 software development, maintenance, and applications
D1000	Director/Deputy - Intelligence	Directs the command intelligence center; acts as the senior intelligence officer/ principal intelligence CINC advisor; provides Service-oriented intelligence support to the components; and establishes plans, policies, and requirements for command intelligence activities
D1001	Administrative Support - Intelligence	Acts as the administrative assistant to the Division Chief, formulates and implements internal administrative policies, provides distribution and logistic support, and provides mail/distribution support
D1002	Executive Support - Intelligence	Provides administrative, special staff, and personnel assistance to the director, as required; and receives, monitors, and edits messages and correspondence prior to director approval, signature, and release
D1005	Administration / MILSEC - Intelligence	Provides administrative support to the chief and all branches within the organization, maintains the document and suspense control system, and prepares documentation and correspondence
D1100	Joint Intelligence Center Commander	Commands the Joint Intelligence Center, manages theater collection, provides service-oriented intelligence support to the components, and executes distributed production responsibilities for the national intelligence community
D1105	JIC Administration	Provides administrative support to the chief and all branches within the organization, maintains the document and suspense control system, and prepares documentation (awards, performance reports, orders, etc.) and correspondence

D1200	Intelligence SCI-Tech Adv.	Serves as the special assistant responsible to the J-2 to provide advice on development, implementation and oversight of command intelligence policy, plans, and capabilities
D1400	Collection Management	Operates and executes daily intelligence collection efforts, interfaces between theater and national collection agencies, and supervises/advocates joint intelligence collection management
D1410	HUMINT	Advises on, controls, coordinates, and maintains cognizance of all Human Intelligence intelligence collection capabilities available for the command
D1420	IMINT	Manages the Imagery Intelligence Program; and acts as primary control/coordinator for IMINT collection requirements for the command's headquarters, lateral organizations, and components
D1430	SIGINT	Advises on, controls, coordinates, and maintains cognizance of all Signal Intelligence intelligence collection capabilities available to the command
D1440	MASINT	Manages Measures and Signature Intelligence Program; and acts as primary control/coordination for these collection requirements for the command's headquarters, lateral organizations, and components
D1450	Special Fleet Programs	Advises on matters pertaining to special fleet collection programs
D1460	Political Intelligence	Provides political intelligence information concerning in-country government circumstances that may influence politico-military affairs and deployed forces
D1470	TECHINT	Advises on, controls, coordinates, and maintains cognizance of all Technical Intelligence intelligence collection capabilities available to the command
D1480	JSC ELINT Analysis	Manages Electronic Intelligence collection, analysis, and dissemination and coordinates the countermeasures program
D1500	Reserve Management	Accomplishes J-2 Reserve intelligence mobilization, policies, training, and programs; and coordinates, directs, controls, and administers the intelligence portion of the Joint Table of Mobilization Distribution
D2000	Intelligence	Provides intelligence support for special operations units and operations and directs and manages the special operations targeting effort
D2100	Intelligence Assessments	Provides intelligence assessments to the CINC, develops recommendations for predictive assessments based on available intelligence, produces and maintains order of battle information for theater/region, and assesses the potential impact of changes
D2200	Indications and Warning Analysis	Reviews and interprets warning problems, manages status changes, and prepares and disseminates I&W reports
D2210	Functional Analysis	Produces intelligence in specific areas, to include transportation related disciplines, scientific and technical developments, medical intelligence required to support evacuation, noncombatants, and disaster relief

D2220	Threat Analysis	Prepares intelligence threat assessments of foreign offensive and defensive air, land, and sea forces for friendly forces
D2300	Targeting and BDA	Manages command accomplishment of national, DOD, and external conventional target-related intelligence application tasking; and formulates policy and procedural guidance, concepts, and doctrine on targeting and Battle Damage Assessment with the Intelligence Community
D2310	Target Development	Develops target information IAW established command/theater policy requirements for customers
D2320	Target Data Base	Manages the target database, manages the command installation data base and related programs, and plans future target data base requirements
D2330	Target Materials	Maintains the target materials production program, publishes command target materials, and quality checks products
D2340	Battle Damage Assessment (BDA)	Coordinates with Service component commands, other unified commands, DOD, and other national-level intelligence activities
D2500	Intelligence Planning and Policy	Coordinates the development of intelligence plans and policy; supports exercises; manages intelligence related MOAs, MOUs, etc.; and provides mid- to long-range intelligence guidance to subordinate units and components
D2990	Fusion Center	Establishes and maintains the 24-hour indications and warnings watch, prepares daily intelligence briefs, and conducts contingency or crisis action operations, as required
D3000	Intelligence Operations	Provides analyses of near real-time, all source intelligence to the CINC and staff; prepares current intelligence products (briefs, studies, messages), assessments, and summaries; and provides intelligence support for development and execution of OPLANS and CONPLANS
D3100	Mapping, Charting and Geodesy	Directs and manages command air target materials and Mapping, Charting, and Geodesic programs, establishes program standards and develops concepts, policies and plans, and provides overall management and oversight of air target materials and MCandG programs and production
D3200	Counterintelligence and Terrorism	Manages counter-intelligence programs; establishes CI CONOPS for JTFs; serves as the CI focal point for interface with the national level CI community; provides input into command CI plans, policies, and programs; and performs CI threat analysis/reporting
D3210	Imagery Requirements	Determines and submits imagery requirements
D3300	Watch Team - Intelligence	Establishes and maintains the 24-hour indications and warnings watch, prepares daily intelligence situation briefs, and conducts contingency or crisis action operations, as required

D3410	SCI Division/SSO	Manages the Sensitive Compartmented Information Program; manages Sensitive Compartmented Information Facility requirements; and manages personnel, physical, document, and systems security programs for the command
D3500	Cryptologic	Manages theater SIGINT, cryptologic, and Special Intelligence resources/assets
D3510	Cryptologic Support	Represents NSA/CSS cryptologic support to the CINC
D3600	Target Support	Oversees command accomplishment of national, DOD and external conventional target related intelligence application tasking; and formulates and evaluates command functional plans, policies, concepts, objectives, and doctrine relative to targeting
D3610	Intelligence Applications	Provides intelligence targeting support, including target development, target materials, and imagery production to the command for strategic planning and operations
D3620	Aviation Capabilities	Monitors, analyzes, and reports activity of selected foreign aviation assets
D3630	Defensive Capabilities	Monitors, analyzes, and reports on selected foreign defensive military systems and capabilities
D3640	Intelligence Assessments	Conducts all-source intelligence analysis of foreign technological capabilities, including C3, political, economic, and military intelligence
D3650	Regional Issues	Prepares intelligence assessments and publications on regional issues impacting US and allied interests and regional stability (oil, water, counterdrug, arms shipments, weapons proliferation, technology transfer, etc.)
D3700	Current Intelligence	Prepares current and basic intelligence
D3800	Operational Intelligence	Provides analysis of near-real-time, all source intelligence to the CINC and staff; prepares current intel products (briefs, studies, messages), assessments, and summaries; and provides intelligence support for development and execution of OPLAN and CONPLAN
D3810	Presentations/ Graphics	Prepares intelligence briefing and slides, produces intelligence articles and analytical intelligence briefing, and operates audio-visual equipment to support briefings and presentations
D3820	Imagery	Provides first phase and limited second phase exploitation of national imagery of selected targets; provides imagery input to the daily intel brief; operates, maintains, and provides supply management for imagery systems; and updates the Intel Data Base
D3830	Production and Dissemination	Manages finished intelligence production and dissemination of intelligence products to customers
D3840	Production Management	Assesses intelligence production requirements, manages production quotas, prevents duplication of production effort, and ensures completeness and currency of production/quality control
D3850	Dissemination	Determines and distributes dissemination needs to customers

D3900	All-Source Coordination	Merges (fuses) all-source information using automated fusion-type systems and coordinates systems requirements with the systems division/branch
D4000	DIA Support	Represents the Director of the Defense Intelligence Agency on the CINC's Joint Intelligence Center staff; and advises and assists the CINC's JIC staff in all matters pertaining to Defense intelligence
D4050	Joint Field Support	Directs and coordinates exercise planning; and develops, provides, and evaluates joint intelligence training
D5000	Analysis and Reporting	Prepares intelligence assessments of foreign offensive and defensive air forces and provides for analysis, production, and dissemination of all-source intelligence on capabilities, disposition, strengths, vulnerabilities, and operational activities
D6000	Research Library/Database Management	Operates and catalogs intelligence research materials and maintains and controls the intelligence database
D6100	Intelligence Systems	Directs intelligence-related systems, develops and coordinates C4I systems architecture with the J-6, represents command on configuration control board, and operates intelligence computer systems
D7000	Training and Exercises	Manages intelligence training efforts, provides intelligence support to theater and component exercises, and coordinates the development of computer simulations
D8000	Intelligence Resource Management	Develops theater intelligence programming priorities; manages the General Defense Intelligence Program, the National Foreign Intelligence Program, and tactical intelligence and related activities; and serves as the intelligence focal point for CINC IPL issues
D8200	Intelligence Plans and Resources	Plans and programs resources for intelligence collection and production efforts; and utilizes resources in concert with CINC and higher headquarters direction to accommodate intelligence collection and production
E1000	Director/Deputy-Training, Doctrine and JPME	Ensures assigned forces are highly skilled, rapidly deliverable, and fully capable of operating as a joint team immediately upon arrival in the deployment area
E1001	Administrative Support - Training, Doctrine, & JAM	Acts as the administrative assistant to Division Chief, formulates and implements internal administrative policies, provides distribution and logistic support, and provides mail/distribution support
E1002	Administrative Support - Training, Doctrine & JPME	Acts as administrative assistant to the Division Chief; formulates and implements internal administrative policies, provides distribution and logistic support, and provides mail/distribution support
E1005	Admin/MILSEC - Joint Trig, Doctrine & JPME	Provides administrative support to the Division Chief and all branches within the organization, maintains the document and suspense control system, and prepares documentation and correspondence
E2000	Joint Doctrine	Develops programs to train the staff in joint doctrine, develops operational standards to measure readiness, manages joint after action reports, acts as the review authority for joint doctrine, and represents command on Joint Doctrine Working Parties

E2100	Joint Exercises	Designs and coordinates exercise programs, coordinates participation in exercises, and coordinates training for contingency forces
E2200	Joint Exercise Support and Evaluation	Maintains joint lessons learned, manages joint exercise assessment, and develops control and support plans for joint exercises
E2300	Modeling & Simulation	Supports requirements for exercise development and implementation, including technology demonstrations, to include C4I and sensor-to-shooter and command and control linkages
E2400	CAX Support	Ensures that logistics training objectives for all Computer Assisted Exercise support are in concert with training requirements identified by other Joint Staff offices
E2500	Joint Interoperability	Assesses joint force capabilities and readiness of Defense agencies to support operating forces and increases joint interoperability through dissemination of worldwide lessons learned
E3000	Joint Training Requirements	Manages the exercise and training program, supports computer assisted development of exercises, and develops programs to collect, document, and correct deficiencies discovered in exercises
E3100	Instructional Systems Development	Determines the training required, produces training materials, assesses quality of training, and coordinates training requirements with the affected Services, CJCS, and host-nation activities
E3200	Training Requirements and Resources	Identifies exercise requirements, manages joint training funding, and develops the joint training plan
E3300	Joint Training Teams	Conducts training for the affected Service, host nation, and joint personnel
E4000	East-Asia Pacific Center Operations	Provides management guidance, educates military and civilian defense officials from other nations through a course in democratic defense management, and conducts seminars and research programs
E5000	Marshall Center Operations	Provides management guidance, educates military and civilian defense officials from nations through a course in democratic defense management, and conducts seminars and research programs
E5050	NATO School	Conducts courses, training, and seminars in support of the current and developing NATO strategy and policy, to include cooperation and dialogue with military and civilian personnel from non-NATO countries
E5100	Language Training	Conducts Foreign Area Officer and language refresher training for US and NATO nations
E6000	Joint Military Education Policy	Formulates policies for the joint professional military education curriculum and resourcing policies
E7000	Commandant, National Defense University	Responsible for joint professional military education, including the National War College, the Industrial College of the Armed Forces, IRMC, National Strategic Studies, the Armed Forces Staff College, G/OF CAPSTONE, and the International Fellows program

E7100	School Administration	Plans and manages all aspects of the military education curriculum, course development, execution, and policy
E7150	School Administrative Assistants	Performs routine office duties and a broad range of clerical and administrative duties for school administrators
E7200	Military Faculty	A military member whose primary duty entails education and instruction of students in joint military education, training, or doctrine
E7300	Civilian Faculty	A civilian member whose primary duty entails the education and instruction of students in joint professional military education or training
E7400	School Librarian	Performs all library science functions to operate and maintain appropriate resources for scholarly research.
F1000	unknown	unknown

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ENCLOSURE T

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GLOSSARY
PART I—ABBREVIATIONS AND ACRONYMS

AC	Active Component
ACE	US Contribution to Allied Command. Europe
ACLANT	US Contribution to Allied Command, Atlantic
ADSW	active duty for special work
ADT	active duty for training
AGARD	Advisory Group for Aerospace Research and Development
AGR	Active Guard and Reserve
AIN	Activity Identification Number
AMC	Air Mobility Command
AMD	Activity Manning Document
AOR	Area of Responsibility
AR	Active Reserve (USMCR)
ASD (HA)	Assistant Secretary of Defense (Health Affairs)
ASR	Authorized Strength Report
BDA	Battle Damage Assessment
BES	Budget Estimate Submission
CAX	computer assisted exercise
C2	command and control
C4	communication, computers, command, and control
C-E	communication-electronics
COM	Chief of Mission
COMSEC	communication security
COS	critical occupational specialty
CPA	Chairman's Program Assessment
CPR	Chairman's Program Review
DCMC	Office of Deputy Chairman, Military Committee
DCI	Director of Central Intelligence
DCS	Defense Courier Service
DHP	Defense Health Program
DIA	Defense Intelligence Agency
DMRD	Defense Management Resource Decision
DSAA	Defense Security Assistance Agency
DUSD (P&R)	Deputy Under Secretary of Defense (Personnel and Requirements)
DWCF	Defense Working Capital Fund
EE	emergency establishment (NATO)

ELINT	electronic intelligence
FIVEATAF	Fifth Allied Tactical Air Force
FM	Functional Managers
FTE	full-time equivalent
FYDP	Future Years Defense Program
G/FO	general/flag officer
GDIP	General Defense Intelligence Program
IADB	Inter-American Defense Board
ICAOCs	Interim Combined Air Operation Centers
IDT	inactive duty training
IMA	individual mobilization augmentee
IMS	International Military Staff
IPL	integrated priority list
IRMC	Information Resource Management College
JCSE	Joint Communications Support Element
JCSSE	Joint Computer Systems Support Element
JDA	joint duty assignment
JDAL	joint duty assignment list
JDAMIS	Joint Duty Assignment Management Information System
JIC	Joint Intelligence Center
JMAPS	Joint Manpower and Personnel System
JMP	joint manpower program
JMRR	Joint Monthly Readiness Review
JOPEs	Joint Operation Planning System
JPME	joint professional military education
JSC	Joint Spectrum Center
JSO	Joint Specialty Officer
JSPS	Joint Strategic Planning System
JTAMDO	Joint Theatre Air Missile Defense Office
JTD	joint table of distribution
JTMD	joint table of mobilization distribution
JTF	Joint Task Force
JUSMAG	Joint US Military Assistance Group
JWCA	Joint Warfighting Capabilities Assessment
LAN	local area network
MAAG	Military Assistance and Advisory Group
MAP	Military Assistance Program

MAS	Military Agency for Standardization
MASINT	Measures and Signature Intelligence
MDAO	Mutual Defense Assistance Office
MFP	Major Force Program
MHC	Management Headquarters Ceiling
MLO	Military Liaison Offices
MNC	Major NATO Commands
MOU	memorandum of understanding
MRCP	manpower requirements change package
MSC	Military Sealift Command
MTMC	Military Traffic Management Command
NAVDEFCOL	NATO Defense College
NAMP	NATO Annual Manpower Plan
NAPMA	NATO Airborne Early Warning and Control Program Management
NAVSUBPCS	Naval Subordinate Principal Subordinate Commands
NC3A	NATO Communications C3 Agency
NEO	Non-Combatant Evacuation Order
NFIP	National Foreign Intelligence Program
NQ	non-quota (NATO)
ODC	Office of Defense Cooperation
ODP	Officer Distribution Plan
ODR	Office of Defense Representative
OF	officer (NATO)
OMC	Office of Military Cooperation
OpsDepts	Service Operations Deputies
OPLANS	Operations Plans
OPORDS	Operations Orders
OT&E	Office of Test & Evaluation
OR	other ranks (NATO)
PBD	Program Budget Decision
PBG	Program Budget Guidance
PCS	Permanent Change of Station
PDM	Program Decision Memorandum
PE	peacetime establishment (NATO)
PEC	program element code
PFY	Past Fiscal Year
PJE	Program for Joint Education
PME	professional military education
PMAD	Personnel Management and Authorization Document

POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
PSRC	Presidential Selected Reserve Call Up
RC	Reserve Component
RDP	Resource Decision Process
RPA	Reserve Personnel Administrator (USCGR)
SAMAS	The Structure and Manpower Allocation System
SAO	security assistance organization
SATCOM	satellite communications
SCIF	Sensitive Compartmented Information Facility
SEVENATAF	Seventh Allied Tactical Air Force
SIGINT	Signal Intelligence
SIOP	Single Integrated Operational Plan
SIXATAF	Sixth Allied Tactical Air Force
SOC	special operations command
SOF	special operations forces
SUB PCs	Subordinate Principal Subordinate Commands
TAADS	The Army Authorization Documents System
TAR	Training and Administration of the Reserves (USNR)
TDA	Table of Distribution and Allowance
TDY	Temporary Duty
TECHINT	technical intelligence
TFMMS	Total Force Manpower Management System
T/MR	Table of Manpower Requirements
TOA	total obligation authority
TPFDD	Time Phased Force Deployment Document
TPU	True Program Unit
TWCF	Transportation Working Capital Fund
USDELMC	US Delegation to the NATO Military Committee
USLO	US Liaison Office
USMILGRU	US Military Group
USMILREP	US Military Representative
USMTM	US Military Training Mission
USNMR	Office of the National Military Representative SHAPE
SHAPE	
WCF	Working Capital Fund

GLOSSARY

PART II—DEFINITIONS*

acquisition. The planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, military missions.

acquisition corps. A subset of a DOD component's acquisition workforce, composed of selected military and civilian personnel in grades of military O-4, GS 13, and above, who are acquisition professionals. There is one acquisition corps for each Military Department and one for all other DOD components, including OSD and the Defense agencies.

acquisition positions. Civilian positions and military positions that are in the DOD acquisition system, have acquisition duties, and fall in an acquisition position category established by the USD(A&T).

acquisition program. A directed, funded effort that is designed to provide a new or improved materiel capability in response to a validated need.

acquisition workforce. The personnel component of the acquisition system. The acquisition workforce includes permanent civilian employees and military members who occupy acquisition positions, who are members of an acquisition corps, or who are in acquisition development programs.

active duty for special work. A tour of active duty that is used for training members of the Reserve components to provide trained units and qualified persons to fill the needs of the Armed Forces in time of war or national emergency and such other times as the national security requires. The member is under orders which provide for return to non-active status when the period of active duty for training is completed. It includes annual training, special tours of active duty for training, school tours, and the initial duty for training performed by nonprior service enlistees. Also called ADSW. (Joint Pub 1-02)¹

Active Guard and Reserve. National Guard and Reserve members who are on voluntary active duty providing full-time support to National Guard, Reserve, and Active component organizations for the purpose of organizing, administering, recruiting, instructing, or training the Reserve components. Also called AGR.

* Unless identified as extracted from Joint Pub 1-02, these definitions are not standardized within the Department of Defense and are applicable only within the context of this manual.

Active Reserve. The Marine Corps equivalent to AGR personnel. Also called AR.

approval authority. This organization is the central figure and has the primary review authority and responsibility.

authorization. An approved military or civilian position on a JTD or JTMD that authorizes the assignment of personnel to perform required tasks. This term also may be used in referring to a total of all the approved authorizations. In contrast with a manpower requirement, a manpower authorization is always funded. See also billet.

authorization year. The current fiscal year; the first fiscal year of the eight-year period for which manpower requirements are identified in a JTD.

automatic changes. Changes to joint manpower documents that the combatant commanders and other heads of joint activities may make without prior coordination with the Joint Staff, the Services, or other resource providers.

billet. An authorization to fill a manpower requirement (position or line number) with personnel from one of the Services with certain skills, grade, experience, training, and language. The billet indicates whether it is funded or unfunded and the number of people required. See also position.

budget year. Within the biennial budget process, the budget year is actually the 2 fiscal years following the current fiscal year; the second and third fiscal years of the 8-year period for which manpower requirements are identified in a JTD. As used in this manual, the term budget year consistently refers to the first budget year, and the second budget year is considered as part of the program years.

ceiling. Manpower limits recommended by the Secretary of Defense and set by Congress.

CJCS controlled activity. An activity that meets all of the following *criteria*: (1) Established by the Chairman of the Joint Chiefs of Staff and acts through a Joint Staff directorate; (2) Has a charter approved by the Secretary of Defense; (3) Has a designated Executive Agent; (4) Is a multi-Service activity that performs a joint mission; (5) Has a joint manning document reviewed and managed by the Joint Staff J-1 that contains multi-Service positions; and (6) May have JDA positions that meet and are recommended by the JDAL Validation Board. Also called a Chairman-controlled activity.

combat support agency. A Defense agency that is assigned a wartime support mission and designated as a combat support agency by the Secretary of Defense.

Combatant Command. A unified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant Commands typically have geographic or functional responsibilities. Also called unified command, unified combatant command. (Joint Pub 1-02)

critical acquisition position. Those senior positions carrying significant responsibility, primarily involving supervisory or management duties, in the DOD acquisition system. Positions are designated by the Secretary of Defense based on the recommendations of the DOD component Acquisition Executives, and include any acquisition position filled by personnel in the grades of military O-5 or civilian GS 14 and above.

critical joint duty assignment. A joint duty position for which, considering the duties and responsibilities of the position, it is highly important that the assigned officer be particularly trained in, and oriented toward, joint matters. Critical positions are selected by the heads of joint organizations, approved by the Secretary of Defense and documented in the JDAL.

critical occupational specialty. A military occupational specialty selected from among the combat arms in the Army or equivalent military specialties in the Navy, Air Force, or Marine Corps. Equivalent military specialties are those engaged in the operational art to attain strategic goals in a theater of conflict through the design, organization, and conduct of campaigns and major operations. Critical occupational specialties are designated by the Secretary of Defense. Also called COS.

cross-department joint duty assignment. A position in which an officer serves full-time duties with another Military Department or with the armed forces of another nation.

Current Force. The force that exists today. The Current Force represents actual force structure and/or manning available to meet present contingencies. It is the basis for operations and contingency plans and orders. (Joint Pub 1-02)

DOD contribution. DOD manpower authorizations in an international activity, except those authorized to the USNMR international activity.

dual-hat position. A position requiring grade O-6 and below with duties in two organizations; i.e., combatant command and one of its Service component commands. If the Service component carries the position as its authorization, the joint command will reflect it as unfunded in the JTD, and the incumbent is not eligible for JDA credit. The term is also commonly used to describe an individual who serves in two roles in the same activity.

dual-hat joint duty assignment. A position in which the incumbent officer has responsibilities to both that officer's Service and a joint, combined, or international organization or activity.

emergency establishment. A table setting out the authorized redistribution of manpower for a unit, formation, or headquarters under emergency conditions. (NATO term comparable to the JTMD). (Joint Pub 1-02)

executive agent. A term used in DOD and Service regulations to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An agreement between equals does not create an executive agent. For example, a Service cannot become a DOD Executive Agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the Secretary of Defense. Designation as an executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes. (Joint Pub 1-02)

exempt joint duty assignment position. A select number of positions in any joint command may be designated as exempt from the requirement for TDY-and-return attendance at Phase II Joint Professional Military Education. These positions are usually of such importance to the mission of the joint activity that the incumbent cannot be spared for the 12-week period required for JPME Phase II.

full-time equivalent. Civilian FYDP endstrength is measured in the budget in whole manpower spaces and full-time equivalents. In order to obtain an FTE, divide the total number of hours worked (or programmed) by the number of compensable hours in the fiscal year to obtain the FTE, e.g., 2000 hours worked/1000 compensable hours = 2 FTEs. Also called FTE.

Future Years Defense Program. The program and financial plan for DOD as approved by the Secretary of Defense. It is normally updated three times a year, coinciding with the President's Budget, POM, and the BES. The FYDP quantifies forces and resources associated with Secretary of Defense approved programs. It addresses the Budget and Program Years (6 years total). Forces, manpower, and total obligation authority by program element are all reflected in the FYDP. Program elements generally represent an aggregation of organizational entities reflecting the primary and support missions of DOD. Resources are further subdivided by resource identification codes that identify force type, manpower type, and budget appropriation. Also called FYDP.

individual mobilization augmentee. An individual reservist attending drills who receives training and is preassigned to an Active component organization, a Selective Service System, or a Federal Emergency Management Agency position

that must be filled on, or shortly after, mobilization. IMAs train on a part-time basis with these organizations to prepare for mobilization. Inactive training for IMAs is decided by component policy and can vary from 0 to 48 drill periods a year. Also called IMA. (Joint Pub 1-02)

integrated priority list. A list of a combatant commander's highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that, in the judgment of the combatant commander, adversely affect the capability of the combatant commander's forces to accomplish their assigned mission. The integrated priority list provides the combatant commander's recommendations for programming funds in the PPBS process. Also called IPL. (Joint Pub 1-02)

international activities. Military staffs and headquarters that have multicountry military contributions in which DOD has representation.

international position. A position in which the incumbent performs full-time duties in an international activity. The incumbent is responsible to international authority, but pay and allowances are the responsibility of the contributing nation.

joint activity. An activity, operation or organization in which elements of more than one Military Department of the United States, as reflected in joint manpower program documents, perform joint missions under the auspices of OSD, the Chairman of the Joint Chiefs of Staff, or the commander of a combatant or combined command.

joint duty assignment. An assignment to a designated position in a multi-Service, or multinational command or activity that is involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments. The preponderance of the officer's duties involves producing or promulgating national strategy, joint doctrine, joint policy, strategic or contingency plans, or to commanding and controlling combat operations under a combatant command. The following are excluded from the joint duty assignment list: (1) Assignments for joint education and/or training; assignments within an officer's own Military Department; (2) temporary or overage positions; (3) positions requiring grade O-3 and below; (4) Positions requiring Reserve officers not on the active duty list; and (5) Positions requiring officers in professional specialties--medical officers, dental officers, veterinary officers, medical service officers, nurses, biomedical sciences officers, chaplains, and judge advocates. Also called JDA.

joint duty assignment list. Positions designated as JDAs are reflected in a list approved by the Secretary of Defense and maintained by the Joint Staff. The JDAL is reflected in the JDAMIS. Also called JDAL. (Joint Pub 1-02)

Joint Duty Assignment Management Information System. The automated management information system data base maintained by the Chairman of the

Joint Chiefs Of Staff and the Defense Manpower Data Center and managed and updated by the Chairman of the Joint Chiefs of Staff and the Services. Joint activities that do not have JDAMIS update capability keep the Services informed of changes that affect JDAMIS. JDAMIS supplements existing Service manpower and personnel systems by providing automated files reflecting the approved JDAL and personnel data pertaining to officers who are JSOs or JSO nominees and other officers who have served or are serving in JDA positions or have completed or are attending PJE. Current and historical files in JDAMIS are used to prepare the Goldwater-Nichols Act Implementation Report Appendix to the Secretary of Defense Annual Report to President and the Congress. Also called JDAMIS.

Joint Manpower and Personnel System. The interactive data base for the management of joint manpower and personnel. Also called JMAPS.

joint manpower document. The document that reflects an activity's tasks, functions, organization, and current and projected manpower needs, and, when applicable, its required mobilization augmentation.

joint manpower program. The document which reflects an activity's mission, functions, organization, current and projected manpower needs, and, when applicable, its required mobilization augmentation. A recommended JMP also identifies and justifies any changes proposed by the commander/director of a joint activity for the next six fiscal years. The JMP consists of three documents: the Organization and Functions Manual, the Joint Table of Distribution, and the Joint Table of Mobilization Distribution. Also called JMP. (Joint Pub 1-02)

joint matters. Matters relating to the integrated employment of land, sea, and air forces, including matters relating to national military strategy, strategic planning and contingency planning, and command and control of combat operations under a combatant command. (Joint Pub 1-02)

Joint Specialty Officer. An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the requirements for JSO designation. Also called JSO.

Joint Specialty Officer nominee. An administrative classification of an officer, grade O-3 or above, assigned to a JDA or who has completed a full tour of duty in a JDA, nominated by the Secretary of a Military Department as a JSO nominee. To be nominated as a JSO nominee, the officer must have successfully completed a Program of Joint Education or possess a COS. Also called JSO nominee.

Joint Strategic Planning System. The primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the combatant commanders, carries out his statutory

responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces; prepares strategic plans; prepares and reviews contingency plans; advises the President and Secretary of Defense on requirements, programs, and budgets; and provides net assessment on the capabilities of the Armed Forces of the United States and its allies as compared with those of their potential adversaries. Also called JSPS. (Joint Pub 1-02)

joint table of distribution. A joint manpower document which identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year (authorization year), and those spaces which have been accepted for planning and programming purposes for the subsequent fiscal years (program years). Also called JTD. See also joint manpower program. (Joint Pub 1-02)

joint table of mobilization distribution. A joint manpower authorization document that identifies the reorganization of the peacetime structure and the additional positions required to augment the existing positions on the JTD in time of mobilization. Also called JTMD.

Joint Warfighting Capabilities Assessment. Continuous assessments conducted by teams of warfighting and functional area experts from the Joint Staff, combatant commands, Services, OSD, Defense agencies, and others. JWCA recommendations are used to assist the Chairman of the Joint Chiefs of Staff in the development of the CPR and CPA. Also called JWCA.

jointly manned activity. A joint organization, activity, or element that meets the following criteria: (1) Must be chartered by the Secretary of Defense or Chairman of the Joint Chiefs of Staff as a jointly manned activity; (2) Must have a single Service as Executive Agent; (3) Must be a multi-Department or multinational activity or element that performs a joint mission; (4) Must report operationally to a combatant or combined command, international organization (e.g. NATO, NORAD, or the United Nations) or to/through the Chairman of the Joint Chiefs of Staff in the performance of a joint mission; (5) Must have Service manning documents that are managed by the Executive Agent and approved by the Services; (6) Positions should be equally distributed so that Service responsibility and influence can appropriately reflect the assigned mission (normally not more than 60 percent for any single Military Department); and (7) May have JDA positions that meet and are recommended by the JDAL Validation Board; Organizations that are integral to a single Military Department (e.g., Service major commands) are not included in this definition for JDA purposes.

key billets. Billets designated as having unusual responsibility. Such positions may be granted extended tour lengths for continuity by the Services. Designation of a position as a key position affects tour length, availability of

Government quarters, and dependent concurrent travel permission for incumbents to that position.

key positions. A federal position that cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the parent Federal agency or office to function effectively. There are three categories of Federal key positions. The first two categories are, by definition, key positions. Only the final category requires a case-by-case determination and designation.

management headquarters/headquarters support. Activities listed and defined in the DODD 5100.73 Series. Management headquarters positions are identified with a “98” in the sixth and seventh digit of the PEC.

manpower authorization. A funded manpower requirement included in the JMP with detail that defines the position in terms of its function, organization, location, skill, grade, and JDA number, if applicable. This term also may be used in referring to a total of all the approved positions.

manpower management. The means of manpower control to ensure the most efficient and economical use of available manpower. (Joint Pub 1-02)

manpower management survey. Systematic evaluation of a functional area, utilizing expert knowledge, manpower scaling guides, experience, and other practical considerations in determining the validity and managerial efficiency of the function’s present or proposed manpower establishment. (Joint Pub 1-02)

manpower requirements. Human resources needed to accomplish specified work loads of organizations. (Joint Pub 1-02)

manpower requirements change package. The document in JMAPS used to forward a change request. Also called MRCP.

manpower resources. Human resources available to the Services which can be applied against manpower requirements. (Joint Pub 1-02)

mobilization. 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve components, as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes, but is not limited to, the following categories: Selective mobilization. Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve component units, individual ready reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack. Partial mobilization. Expansion of the Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than one

million for more than 24 consecutive months) to mobilize Ready Reserve component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Full mobilization. Expansion of the Armed Forces resulting from action by Congress and the President to mobilize all Reserve component units in the existing approved force structure, all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months. Total mobilization. Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. (Joint Pub 1-02)

NATO Annual Manpower Plan. The means whereby the NATO Military Committee is advised of proposed changes to manpower requirements over the next 6 years and informed of the military and civilian manpower numbers committed by the nations to NATO military bodies. In particular, the NATO Annual Manpower Plan is the means by which commands seek Military Committee approval for the next fiscal year (the first year of the NATO Annual Manpower Plan) for new military and civilian posts and changes to existing posts. Changes done out of cycle are also reported in the NATO Annual Manpower Plan. Also called NAMP.

NATO Defense Manpower Committee. A subcommittee of the NATO Military Committee composed of national representatives who advise the Military Committee on manpower matters.

NATO fiscal year. NATO activities utilize the calendar year of 1 January through 31 December as the NATO fiscal year in accounting for NATO manpower resources instead of the US fiscal year of 1 October through 30 September.

nominative position. 1. In manpower, a position in which the incumbent is selected from Service nominees rather than assigned to a specified Service. This manual uses the term in this sense. For nominative positions, the current authorization (Service and grade of incumbent) is entered into the JTD only for that tour of duty. The Service designation of a nominative position is changed to reflect the Service and grade of the incumbent. The use of nominative positions should be minimized because the Services cannot program for them. 2. In personnel, the term nominative position refers to the practice of providing several candidates for a position from which the commander or supervisor may choose the one deemed most qualified.

non-quota post. An international military post that is open to all nations and is filled by an individual who is selected by a defined process from among nominees received from participating nations. (Joint Pub 1-02)

peacetime establishment. A table setting out the authorized peacetime manpower requirements for a NATO unit, formation, or headquarters. Also called peacetime complement. (Joint Pub 1-02)

personal staff. Military personnel authorized to assist G/FOs are called personal staff. Officer aides are included in the manpower authorization for joint and international activities. Enlisted aides are authorized by the Service of the G/FO concerned and are not reflected in the JTD. (NATO Military Committee)

Planning, Programming, and Budgeting System. A cyclic process with three phases: planning, programming, and budgeting. The process provides for decision making on future structure and programs while permitting prior decisions to be analyzed from the viewpoint of the present. Also called PPBS.

position. A personnel position or assignment that may be filled by one person. In joint manpower, synonyms for a manpower paragraph line number on the JTD that may be either funded or unfunded. NATO activities also use the term "post." Also called space. See also billet.

Presidential Selected Reserve Call-Up. Provision of law (Title 10 US Code) that provides the President a means to activate, without a declaration of national emergency, not more than 200,000 members of the Selected Reserve for not more than 270 days to meet the support requirements of any operational mission. This authority would be used to augment the Armed Forces to meet external threats, short of war, or prepare for increased levels of mobilization. Also called PRSC. (Joint Pub 1-02)

Program Budget Decision. Decision documents generated by OSD budget analysts during the Fall Budget Review that amend resources presented in the Budget Estimate Submission. Also called PBD.

Program Objective Memorandum. The primary programming document submitted by major DOD components, including the Services, Defense agencies, and other resource sponsors, recommending military structure and programs that best achieve the capabilities described in the Defense Planning Guidance and remaining within the overall funding limits for fiscal guidance. Also called POM.

program years. Program years are the six fiscal years following the budget year of a JTD.

Programmed Forces. The forces that exist for each year of the Future Years Defense Program. They contain the major combat and tactical support forces

that are expected to execute the national strategy within manpower, fiscal, and other constraints. See also Current Force. (Joint Pub 1-02)

quota post. An international military post that a particular nation has accepted to fill indefinitely. (Joint Pub 1-02)

Ready Reserve. The Selected Reserve, Individual Ready Reserve, and Inactive National Guard liable for active duty as prescribed by law (Title 10 US Code). (Joint Pub 1-02)

realignment. The changing of the paragraph and line number of a position to reflect the position in another location. No other data elements (except paragraph/line, job title) are changed in any way.

Reserve Program Administrator. The Coast Guard equivalent to AGR personnel. Also called RPA.

resource provider. As used in this manual, the term applies to those entities responsible for funding and managing manpower resources within a specific program; i.e., Special Operations Forces, the General Defense Intelligence Program, Security Assistance Organizations, the Defense Health Program, and Reserve Affairs.

review authority. Generally, a resource manager who plays a significant role in effecting at least part of any change to the JMP and who must coordinate in the portion of the change request the manager resources. The Services, for example, exercise review authority over their own positions and may comment on other Services' manpower. Generally, USD(P&R), acting for the Secretary of Defense, will resolve differences between the Services and the Chairman of the Joint Chiefs of Staff on joint manpower matters.

rotational position. A position filled by different Services or nations on a sequential basis. Rotation is normally based on a fixed number of years; however, it can occur upon the departure of each incumbent. When a fixed tour is not prescribed, the Service of the incumbent is shown in the JTD throughout the program years until assignment of a replacement. Rotational positions are identified by appropriate coding in the JTD, including Service sequence and timing of rotation, i.e., month and year.

security assistance organization. All DOD elements located in a foreign country with assigned responsibilities for carrying out security assistance management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform security assistance functions. Also called SAO. (Joint Pub 1-02)

Selected Reserve. Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all

other Reserves. All Selected Reservists are in an active status. The Selected Reserve consists of Active Guard and Reserve personnel, trained individuals (IMAs), members of Selected Reserve units; and also includes persons performing initial active duty for training. (Joint Pub 1-02)

Training and Administration of Reserves. TARs are the Navy's equivalent to AGR personnel. They are career military personnel whose chosen specialty is to administer and train drilling Reservists. They are Reservists on full-time active duty and paid from Reserve appropriations. Also called TAR.

US National Delegation. DOD positions authorized to the US National Military Representative to an international activity.